



The Chartered Institute of Building

Trustee Positions – Guidelines for Candidates

BOARD OF TRUSTEES – TERMS OF REFERENCE

In accordance with Bye-Law 80, the business of the Institute shall be managed by the Board who may exercise all such powers of the Institute and do on behalf of the Institute all such acts as may be exercised and done by the Institute and are not by the Charter or Bye-Laws required to be exercised or done by the Institute at General Meeting. Their duties as a minimum shall be to:

1. Define and ensure compliance with the values and objectives of the Institute.
2. Establish a framework for approving policies and plans to achieve those objectives.
3. Establish and oversee a framework of delegation and systems of internal control.
4. Establish and oversee a framework for the identification and management of risk, ensuring that the Board is regularly updated.
5. Agree or ratify policies and decisions on all matters that might create significant financial or other risk to the organisation.
6. Monitor the organisation's performance in relation to these plans, budgets, controls and decisions.
7. Approve each year's accounts.
8. Appoint (and, if necessary, dismiss) the Chief Executive and ensure processes exist to enable approval their salary, benefits and terms of employment.
9. Ensure that the Institute's affairs are conducted lawfully and in accordance with generally accepted standards of performance and probity.
10. Assess how the Institute follows the recommendations of its Code of Governance.
11. Appoint or remove the Chair of the Board or Board members in accordance with the Bye-Laws.
12. In accordance with Bye-law 86, the Board may delegate any of their functions to committees apart from those listed in Bye-Law 87.
13. In accordance with Bye-Law 87, the Board shall be responsible for the following functions which can not be delegated:
 - To approve the annual estimates of income and expenditure.
 - To approve the annual business plan and the key objectives of the Institute.
 - To ensure the solvency of the Institute and the safeguarding of its assets
 - To ensure the continued charitable status of the Institute.

CIOB TRUSTEE JOB DESCRIPTION

The duties of a CIOB Trustee are as follows:

COMPLIANCE:

- To ensure that the organisation complies with its Royal Charter and any other relevant legislation or regulations.
- To ensure that the organisation pursues all objectives and applies all resources solely in pursuance thereof.

LEADERSHIP AND TEAMWORK

- To contribute actively and effectively to the Board of Trustees in giving firm strategic direction to the organisation, setting overall policy, defining goals, setting targets, appointing and supporting the Chief Executive and evaluating performance against agreed targets.
- To be individually and collectively responsible for the actions of the Board of Trustees.
- To attend and participate effectively at the Board of Trustees' meetings and attend or Chair any Committee meetings as designated by the Board of Trustees.
- To ensure the effective and efficient administration of the organisation, through the Chief Executive.
- To offer appropriate contribution and make considered judgments as a Trustee of the Institute.
- To ensure the financial stability of the organisation.
- To ensure the protection and management of the property of the organisation and the proper investment of the organisation's funds.
- To ensure the organisation is properly insured against all reasonable liabilities.
- To declare any conflict of interest whilst carrying out the duties of a trustee.

REPRESENTATION AND IMAGE

- To safeguard and promote the good name and values of the organisation.
- To represent the organisation at events and meetings as designated.
- To abide by the equal opportunities policy.

GENERAL

- To use any specific knowledge or experience to assist the Board of Trustees in reaching sound decisions.
- To participate in other tasks that may arise from time to time as designated.
- To keep updated about the activities of the organisation and the wider issues which affect its work.

TRUSTEE PERSON SPECIFICATION

Each Trustee, who shall be a Corporate Member of the CIOB, should be able to demonstrate as many as possible of the following skills:

- Understanding and commitment to the organisation and its objectives
- An understanding and acceptance of the legal duties, responsibilities and liabilities of the Trusteeship
- Integrity
- The ability to make good, independent judgements
- The ability to develop policy
- High level strategic thinking and vision
- Evidence of the ability to assess performance
- An ability to think creatively
- Willingness to speak their mind
- An ability to work effectively as a member of a team
- The ability to influence, empower and where necessary lead a team

A potential Trustee will have to demonstrate the above skills through the completion of an application form.

The Board of Trustees will need knowledge and experience in the following areas:

Essential:

- Setting targets, monitoring and evaluating performance and programmes in commercial and non-profit organisations.
- Public relations / communication / marketing
- Financial management
- Education
- Serving the public interest
- Strategic planning
- Policy development
- Governance
- Risk management
- Understanding the International construction industry
- Political / local government knowledge
- Lobbying
- Diversity

Desirable:

- Legal
- Awareness of student issues

RULES OF ENTERING THIS PROCESS

All applicants for the Trustee roles must be current Corporate Members of the CIOB (MCIOB or FCIOB).

All elements of this process will be overseen by the Nominations Committee and its final decision is binding. However further feedback on either the written application or telephone interview will be available by contacting Samantha Teague at steague@ciob.org.uk, once the process is complete.

The CIOB Secretariat will maintain a blind-marking Scheme until the assessment of all written applications is complete. **Only the information on the application form will be assessed.**

If you are unhappy or wish to make a complaint about any aspect of this written application process, you should contact steague@ciob.org.uk.

Please note – complaints can only be made in relation to the process and not the decision of the Nominations Committee.

APPLICATION PROCESS

In order to either stand for election or be eligible for selection as a CIOB Trustee, the Board of Trustees ('the Board') requires that candidates first demonstrate their ability to perform the role. The assessment is in two (2) stages, the first a written application and the second a telephone interview. In order to progress to the second stage you must have passed the written application.

You will first be asked to complete a written application, either on-line or paper based and if successful an appointment will be made for a telephone interview. Unsuccessful candidates will receive written notification as soon as practicable after the closing date of each stage.

Candidates invited to telephone interview will be required to submit a CV, photo (jpeg format only) and their election manifesto, setting out their career details and making their case for election. This will not form part of the evaluation but will be published on the ballot paperwork for successful candidates.

Please note: the Nominations Committee reserve the absolute right to require modifications to manifesto content prior to publication. A template providing further guidelines will be issued to assist.

COMPETENCE

OCCUPATIONAL COMPETENCE

All Candidates are required to prove and demonstrate that they have the adequate level of competency and skills required for the role as Trustee.

This is evidenced through: Application Form, Telephone Interview, and CV.

The application form will be marked by the Nominations Committee. These applications will be marked anonymously. The CIOB Secretariat will operate a 'blind marking' scheme and the Nominations Committee will only be informed of the candidates identity once the written application scoring has been completed and confirmed.

The telephone interview will be carried out by up to three (3) members of the Nominations Committee, with an additional independent person. The Chair will have any deciding vote.

TRUSTEE COMPETENCIES

Candidates are required to give examples of how and when they have actually demonstrated as many as possible of the twelve (12) core competencies during either their professional or personal life. Five (5) competencies will be measured from the application form and if successful a further seven (7) will be assessed from the telephone interview.

EVALUATION

The Evaluation consists of up to three (3) sections;

- 1. Application Form** (assessed prior to telephone interview for all candidates)
- 2. Competency Based Telephone Interview**
- 3. If applicable, Election and Skills Audit for the Selection Process**

Application Form

Please note: a word limit of 300 words has been placed on each question. Only the first 300 words of any answer will be considered and thus marked.

The Competencies assessed on the application form are;

1. Understanding the CIOB – You will be expected to be able to demonstrate an in depth understanding of the CIOB and commitment to its objectives. This could include service to the CIOB or industry and would normally require some knowledge of the Royal Charter, Bye-Laws and Rules and Regulations of Professional Competence and Conduct. (www.ciob.org.uk/about/corporateplan)

2. Understanding of Trusteeship – You will be expected to be able to demonstrate an in depth understanding of the key duties and liabilities of trusteeship and a commitment to meeting these. This can be from being a trustee at another Charity or evidence of leadership within a corporate governance environment. (www.charitycommission.gov.uk and their publication CC3)
3. Policy Development – You will be expected to demonstrate the ability to develop and successfully implement policies to ensure that the objectives of the organisation are achieved. You are expected to show a level of seniority within a company or organisation where you have had the opportunity to develop and successfully implement policies.
4. Managing Performance – You will be expected to demonstrate the ability to take responsibility for ensuring that an organisation, its relevant individuals and any relevant Boards are performing effectively to deliver objectives. As a CIOB corporate member you will have proven experience of managing performance, however for trusteeship we are seeking evidence of an enhanced level of experience commensurate with the expectations of the role.
5. Team Working – You will be expected to demonstrate the ability to work with others in a constructive manner to achieve shared goals. This can be from either your private or professional life. You should be giving an example of when you worked in a new team and worked together for the same goal with empathy for each other.

Telephone Interview

All candidates who have reached the required level from the written application form will be invited to participate in a telephone interview. This will take approximately an hour. It is best to make sure that when you arrange the time for the interview you ensure you are somewhere where you will not be interrupted. **Please ensure that you are available at the agreed time and on the agreed telephone number.**

The Interviewers will listen and draw from you the information they require to demonstrate your competency level. They may interrupt you at anytime during your answer if they have all the information they require. The Interviewers may also probe further on a set question or ask another question on the same competency. This is just to allow you to give as full an answer as possible.

Once the evidence has been gathered and the interview is completed please feel free to ask the Interviewers any questions. The Interviewers will not be able to discuss your success in the interview or your performance.

The Competencies assessed on the telephone interview are;

1. Strategic Thinking and Vision – You will be expected to demonstrate the ability to think at a strategic level and develop and share the vision of the future of an organisation.
2. Making Judgements – You will be expected to demonstrate the ability to consider a variety of solutions to problems and devise the best way forward.
3. Influencing – You will be expected to demonstrate the ability to gain the commitment of others by anticipating and taking account of their concerns and motivations.

4. Integrity – You will be expected to demonstrate the ability to act with integrity, putting the interests of the organisation first, working to ensure that the professional and ethical standards of the Institute are upheld.
5. Creative Thinking – You will be expected to demonstrate the ability to generate original, imaginative ideas and solutions to problems.
6. Openness and Challenge – You will be expected to demonstrate the ability to share your own views and ideas openly, for these to be challenged and the ability to challenge others for the benefit of an organisation.
7. Team Leadership – You will be expected to demonstrate the ability to provide a clear direction for a team and lead them to achieve.

The Interviewers may also enquire into your Continuing Professional Development under Rule 13 of the Rules and Regulations of Professional Competence and Conduct.

Election

There will only be an election if more candidates than the number of trustee positions available, apply.

For 2010, there will be two (2) elected trustee positions available. After the telephone interviews, the top six (6) candidates will be put forward for election. The decision of the Nominations Committee on the six (6) candidates will be final and binding.

The election process will be operated by an independent external organisation and the two (2) candidates polling the highest number of votes will be duly elected.

Skills Assessment / Selection

Upon completion of the election a further Trustee will be sought via the selection process. The Trustee will be chosen from all the candidates who passed the telephone interview plus those who were unsuccessful at the election, subject to their agreement.

At this point an Interviewer may wish to establish your level of expertise in one or more of the skills noted on page 4 and therefore may request a further telephone interview.

The Nominations Committee will propose the selected Trustee to the Board of Trustees, who will be asked to ratify the decision.

TIMETABLE FOR TRUSTEE RECRUITMENT

Please note that this timetable may be subject to amendment.

With each communication, a deadline or announcement date will be confirmed.

Nov – Dec 2009	Attraction Campaign
Dec – Jan 2010	Stage 1 – Written Applications
Feb 2010	Stage 2 – Telephone Interview

If an election is required:

1 March 2010	Issue Ballot Papers
3 – 31 March 2010	ELECTION
21 April 2010	Announce election result
Mid-April 2010	Skills Audit
28 April 2010	Selection Announced
30 June 2010	CIOB AGM – appointment to the Board

TRUSTEE COMMITMENT

If elected or selected to join the CIOB Board of Trustees, trustee appointment is for a three (3) year term from the close of the AGM in June.

There are four (4) Board of Trustees meeting each year – January, April, June (plus AGM) and October.

In addition, Trustees will be expected to sit on one or more of the Governance Committees. These are listed below with an indication of the number of meetings and the busy periods of activities.

Nominations Committee – focussed work from September – April each year. Number of meetings varies – approximately four (4).

Audit & Risk Committee – Two (2) meetings each year – March and September.

Remuneration Committee – One (1) meeting each year

Resources Committee – Four (4) meetings scheduled in February, May, September and November.

Members Forum – Two (2) meetings each year – June and December.

Trustees may also be a member of other Working Groups and Committees.

FLOWCHART OF THE PROCESS

