

# **TRUSTEE RECRUITMENT – 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 cannot 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.

## 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 (MCIOB/FCIOB) 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

## 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 / July.

There are four (4) Board of Trustees meeting each year – January, April, June / July (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

All Trustees are members of Members' Forum which meets once per year in June / July, incorporating the AGM and installation of the President. The venue of the Forum moves each year and the duration of the event is 4-5 days.

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

## RULES OF ENTERING THIS PROCESS

All applicants for the Trustee roles must be current Corporate Members of the CIOB (MCIOB or FCIOB). Applicants must be currently working within the industry.

All elements of this process will be overseen by the Nominations Committee and its final decision is binding.

Further feedback on either the written application or telephone interview will be available by contacting Associate Director – Governance / Institute Secretary at [governance@ciob.org.uk](mailto:governance@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 in Part C of 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 [governance@ciob.org.uk](mailto:governance@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 an online **written application** and if successful an appointment will be made for a telephone interview. As part of the written application, candidates will be asked to provide a jpeg picture, career resume and personal statement. This will not form part of the evaluation but will be published on the ballot paperwork for successful candidates.

Unsuccessful candidates will receive written notification as soon as practicable after the closing date of each stage.

The personal statement should state what you would try to do for the CIOB if elected as a Trustee and why you would like to hold the position.

**Please note:** the Nominations Committee reserve the absolute right to require modifications to personal statement content prior to publication. The word limit must be adhered to at all times.

## 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 and Telephone Interview.

The application form will be marked by the Nominations Committee. The CIOB Secretariat will operate a 'blind marking' scheme. Each application will be marked by 2 members of the Nominations Committee. If on review by the Secretariat there is a difference between the 2 marks or the application is borderline a third marking will be carried out.

The Nominations Committee will only be informed of the candidate's 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.

### **Trustee Skills**

Section B on the written application form allows each applicant to assess themselves against the skills required by the Board of Trustees as a whole. This will be used in the skills audit for the selection process. Applicants are asked to ensure that they are honest when assessing their skills set and to give examples of when they have used each skill.

## 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 therefore marked.

**Members are asked to read the question carefully before completing their response.**

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 services 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/about](http://www.ciob.org/about)).
2. Understanding the nature of the CIOB in a global role – you will be expected to be able to demonstrate an understanding of the CIOB's role in the global construction industry and what the Institute represents – public benefit to professional body.
3. Understanding of Trusteeship – You will be expected to describe your understanding of duties and liabilities of being a Trustee. ([www.charitycommission.gov.uk](http://www.charitycommission.gov.uk) and their publication CC3)
4. 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.
5. 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, a project or change programme. 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.
6. Learning and Development – You will be expected to demonstrate how you evaluate and plan your Continuing Professional Development under Rule 13 of the Rules and Regulations of Professional Competence and Conduct (Rule 10 from 1 January 2018), and that of your team.

## **Telephone Interview**

All candidates who have reached the required level from the written application form will be invited to participate in a telephone interview. The questions asked at the interview will be forwarded to the candidate on confirmation of the interview.

The interview will take approximately 30 minutes. **Please ensure that you are available at the agreed time and on the agreed telephone number. If the phone is not answered within 10 minutes of the interview time, the interview will be discarded.**

The Interviewers will listen and draw from you the information to demonstrate your competency level. They may interrupt you at any time 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.

## **Election**

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

For 2018, there will be three (3) elected trustee positions available. After the telephone interviews, up to nine (9) candidates will be put forward for election. The decision of the Nominations Committee on the candidates will be final and binding.

The three (3) 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 selected 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 2017 – Jan 2018      Attraction Campaign / Stage 1 – Written Applications

Jan 2018                      Stage 2 – Telephone Interview

### **If an election is required:**

7 Mar – 4 Apr 2018      ELECTION

Mid-April 2018              Skills Audit

25 April 2018              Board of Trustees meeting

July 2018                      CIOB AGM – appointment to the Board  
-      during Members' Forum 2018 Toronto

## FLOWCHART OF THE PROCESS 2018

