CIOB
The Chartered Institute of Building

CHAIR RECRUITMENT - BOARD OF TRUSTEES

GUIDELINES FOR CANDIDATES

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THE INSTITUTE

CIOB is the largest and most influential professional body for construction management and leadership. We have a Royal Charter to promote the science and practice of building and construction for the benefit of society, and we've been doing that since 1834. Our members work worldwide in the development, conservation, and improvement of the built environment.

INSTITUTE OBJECTIVES

The objectives of the Institute are laid out in paragraph 3 of the Royal Charter. It states:

(a) the promotion for the public benefit of the science and practice of building and construction.

(b) the advancement of public education in the said science and practice, including all necessary research and the publication of the results of all such research.

The Institute chooses to carry out these objectives by having members as noted in the Bye-Laws.

CHAIR OF THE BOARD OF TRUSTEES - JOB DESCRIPTION

Role

The overall responsibility of the Chair is in accordance with the Charity Governance Code 2.4.2 – to provide leadership to the Board of Trustees ("the Board") with the prime responsibility for ensuring it has agreed priorities, appropriate structures, processes and a productive culture and has senior staff who are able to govern well and add value to the charity.

In terms of the role for the Institute, the Chair will be an independent and objective leader able to create and maintain a transparent, trusting and open environment, uphold the tenets of the Institute and provide constructive oversight, encouragement and guidance to the Trustees and Institute Executive.

In addition to the duties of a Trustee of the Institute and a member of the Board, the Chair shall lead the Board in the following areas:

- That the Board fulfils its Royal Charter objectives.
- Instigating and facilitating discussions on the strategic development of the Institute in line with the Institute's objectives and its vision and mission.
- Upholding the values of the Institute, and its responsibility to promote equality, diversity and inclusion ("ED&I").
- That the Board has agreed strategic priorities which support the fulfilment of the Corporate Plan.
- Facilitating effective Board meetings, liaising with the Chief Executive Officer and Governance team and Senior Leadership Team in agreement with the Chief Executive Officer. This effectiveness includes oversight of agenda and supporting papers for trustee meetings and that the business is covered efficiently and effectively in those meetings.
- Creating a Board environment that is based on strong working relationships and where challenge and scrutiny are welcomed.
- Attending committees as appropriate and necessary and chairing ad hoc meetings of the Board.
- Encouraging all Trustees to contribute their skills, experience and opinions in order to promote informed, measured and balanced scrutiny.
- Undergoing an individual and Board performance appraisal, and attending any additional training highlighted as a result of the appraisal and annual evaluation process.
- Playing a key role in Board induction.
- Leading the annual evaluation of Trustees, assisting the Nominations Committee in the development of an annual action plan, and supporting the Governance team in facilitating remedial action where required.
- On behalf of the Board, providing leadership and support to the Chief Executive Officer, including by way of oversight of the effective management and delivery of the Institute's strategic aims and objectives, where appropriate.
- Participating in appraising the performance of the Chief Executive Officer in conjunction with the Remuneration Committee, and where necessary lead the recruitment for a Chief Executive Officer.

- Establishing and maintaining an effective, productive and collaborative working relationship with the Trustees including those who are on the Presidential ladder.
- Consideration of complaints against members where the complainant is a staff member regarding inappropriate behaviour in line with the process.
- Act as Chair of Members' Forum meeting, and Remuneration Committee.
- In the absence of the Chair at a meeting, the chair shall delegate responsibility to the President or another Officer as appropriate.

Tenure

The initial tenure is for three years from appointment commencing at the close of an AGM. A further term of three years could be undertaken, subject to Chair acceptance and Board of Trustees approval.

Failure to find a suitable candidate through the recruitment process, the Chair may be asked to remain for a further year.

The position can be terminated by either party during the tenure period by the giving of 6 months notice.

This is a voluntary role with expenses paid in accordance with the CIOB Expenses Policy.

Person specification

- Corporate member of the CIOB (MCIOB / FCIOB) (desirable FCIOB or equivalent)*
- Demonstrable experience of successful and impactful chairing of a strategic Board or similar
- Proven experience in the management of a senior leadership team or similar.
- Desirable to have been a Trustee of the Institute or similar body.
- Ability to understand complex strategic issues, analyse and resolve difficult problems, with the ability to grasp relevant issues and understand relationships between affected parties.
- A commitment to the values and principles of the Institute.
- Clear understanding, and acceptance, of the legal duties, liabilities and responsibilities of charity trustees.
- Knowledge of governance processes and key requirements in order to comply
- Able to dedicate time and commitment to fulfil the role.
- Demonstrable equality, diversity and inclusion (ED&I) credentials.
- Highly developed interpersonal and communication skills.
- High standards of personal integrity and probity.
- Sound, independent judgement.
- Politically astute and emotionally intelligent.
- Strong business and financial acumen.
- Resilience, wisdom and tenacity.

* Candidate could be working towards FCIOB

BOARD OF TRUSTEES

Role

In accordance with Bye-Law 80, the business of the Institute shall be managed by the Board of Trustees ('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:

Terms of Reference

- Define and ensure compliance with the values and objectives of the Institute.
  - To develop a Corporate Plan to ensure that the Institute continually develops itself to meet the needs of the global industry, society, and its members.
  - Establish a framework for approving policies and plans to achieve those objectives.

(Objectives/Corporate Plan)

- Establish and oversee a framework for the identification and management of risk, ensuring that the Board is regularly updated.
  - Establish and oversee a framework of delegation and systems of internal control.
  - Agree or ratify policies and decisions on all matters that might create significant financial or other risk to the organisation.
  - Approve the Annual Review and accounts.
  - Monitor the organisation's performance in relation to these plans, budgets, controls, and decisions.

(Finance)

- Ensure that the Institute's affairs are conducted lawfully and in accordance with generally accepted standards of performance and probity.
  - To review (at least annually) the Governance framework for the institute to ensure that it meets the need for a modern progressive and agile Institute.
  - To ensure Trustee's conduct is in line with their Code of Conduct and oversee its review as required.

(Governance and Conduct)

- Appoint (and, if necessary, dismiss) the Chief Executive and ensure processes exist to enable approval their salary, benefits, and terms of employment.
- Appoint or remove the Chair of the Board or Board members in accordance with the Bye-Laws.

(CEO/Chair)

- In accordance with Bye-law 86, the Board may delegate any of their functions to committees apart from those listed in Bye-Law 87.
  - To ensure that clear and transparent reports are received from the Governance Committees setting the appropriate expectations and giving time to review and discuss the report at Board level.

    - To establish Working Groups as appropriate for a specific function/task/time.

(Reporting Committees)

- 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.

WHAT IS A TRUSTEE?

The Trustees have the independent control and legal responsibility for the Institute ensuring that the Institute is acting in accordance with its objectives as laid out in the Royal Charter.

A Trustee is an important role for the Institute and is a voluntary one. Trusteeship can be rewarding for many reasons - from making a difference to the Institute to developing personal experience and networks.

For more information on the role of a Trustee, it is recommended that candidates look at the Charity Commission document – the essential trustee (CC3) - https://www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3

ROLE OF THE TRUSTEE

Along with abiding by and complying with charity and company law and other relevant legislation, Trustees must exercise their powers in strict accordance with the Charity's governing documents.

Compliance:

- To ensure that the organisation complies with its Royal Charter objects[1] and any other relevant legislation or regulations.
- To have due regard to the public benefit responsibilities of the Institute
- To ensure that the organisation pursues all objectives and applies all resources solely in pursuance thereof.
- To act in the best interest of the Institute at all times in compliance with the governing documents.

Leadership & 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 and evaluating performance against agreed targets.
- To assist the Chair with the appointment and removal and ongoing support of the Chief Executive and ensure duties delegated do not impinge those on the Board.
- To develop and own the Corporate Plan setting the strategic direction of the Institute and monitor progress accordingly.
- To be individually and collectively responsible for the decisions 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 offer appropriate contribution and make considered judgements 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.

Reputation

- 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 Institute's equality, diversity and inclusion policy.

General

- To act in accordance with the Board's Code of Conduct at all times, in particular demonstrating integrity and probity.

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[1] Royal Charter objects Paragraph 3 - the promotion for the public benefit of the science and practice of building and construction, and; the advancement of public education in the said science and practice including all necessary research and the publication of the results of all such research.

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

Tenure

- The tenure of a Trustee is 3 years with the ability to apply for a second tenure, however the recruitment process as laid down in the Bye-Laws must be followed.

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 competences:

- Understanding and commitment to the organisation and its objectives
- Understanding and acceptance of the legal duties, responsibilities, and liabilities of the Trusteeship
- Integrity
- Ability to make sound, independent judgements
- Ability to develop policy
- High level strategic thinking and vision
- Evidence of the ability to assess performance
- Ability to think creatively
- Openness and ability to respond constructively to challenge
- Ability to work effectively as a member of a team
- Ability to influence, empower and where necessary lead a team.

CHAIR OF BOARD COMMITMENT

If appointed as Chair of the Board, the initial tenure is for a three (3) year term from the close of the AGM in June / July 2027. There will be a 6 month shadowing period prior to the commencement of the role starting in January 2027.

The commitment is as follows:

Board of Trustees – to Chair five (5) meetings each year - June, October, December, February (virtual) and April. These meetings can be face to face, virtual or of a hybrid nature. Face to face meetings are usually held in London.

Remuneration Committee – to Chair up to three (3) meetings per year.

Members' Forum – to Chair Members' Forum which meets twice a year in June / July (this meeting is part of the Global Leaders Forum in June which incorporates the AGM, installation of the President and the Board of Trustees) and then virtually in January.

The June location of the Forum is determined by the Board of Trustees in line with the Corporate Plan and regional strategic plans. The duration of the event is typically 4-5 days.

Nominations Committee – ex-officio member. Number of meetings varies – approximately four (4) - focussed work from September – April each year. Nominations Committee is responsible for the recruitment of the trustees and the support to the Chair with the evaluation of the Board.

Finance & Risk Committee – ex-officio member. Four (4) meetings each year – September, November, April & May

The Chair can attend the following Board / Committee meetings if required:

- **External Affairs Advisory Board**
- **Professional Standards Committee**
- **Member Engagement Committee**

The Chair will:

- Have regular (currently fortnightly) catch-ups with the Chief Executive
- Liaise frequently with the Director of Governance and their team
- Oversee the Staff / Member complaints process
- Consider any matters requiring legal advice and where there is a risk to the Institute from a financial, legal or reputational perspective
- Be part of key Working Groups to assist the development of the Institute from a Governance perspective
- Be involved in Strategic Away Days with the Board of Trustees and the Leadership Team.
- Undertake the annual review of the Chief Executive including setting objectives priorities.

For noting, where possible any face to face meetings will be clustered together to ensure the best use of time for all parties.

RULES OF ENTERING THIS PROCESS

All candidates for the role must be:

- **A Corporate Member of the Institute (MCIOB / FCIOB) – see person specification.**
- **Currently working within the industry.**

All applications **must be written** by the candidate. All elements of this process will be overseen by the Nominations Committee.

If you would like further feedback on the process, are unhappy with the process or wish to make a complaint about any aspect of this process, you should contact the Director of Governance & Institute Secretary by emailing governance@ciob.org.uk.

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

Please note that this application remains confidential to the Nominations Committee Working Group, Governance team and Chief Executive.

APPLICATION PROCESS

In order to be eligible for selection as Chair of the Board, the Board of Trustees requires that a candidate demonstrates their ability to perform the role.

The assessment is in two (2) stages,

- A written application followed by a Teams interview
- A face to face interview

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

APPLICATION FORM

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

Section A:

- Personal Details
- Employment History

Section B: Skills Self-Assessment

Each candidate is required to assess themselves against the skills required for the Board of Trustees as a whole. The skills audit is used primarily in the Trustee recruitment selection process and when considering requests to join Governance Committees. Candidates are asked to ensure that they are honest when assessing their skills set and to give examples of when they have used each skill. The skills are:

- Setting targets, monitoring, and evaluating performance
- Public relations / communications / marketing
- Financial Management, budgeting and risk management
- Understanding the education landscape within the construction industry
- Serving the public interest
- Strategic Planning
- Development of policies - internal and external
- Governance
- Understanding the International Construction Industry
- Equality, Diversity and Inclusion
- Lobbying
- Legal

Section C: Testimonial

Candidates are asked to submit two (2) testimonials. The testimonial must be no more than 500 words. These testimonials shall be from the individuals below stating why they believe that the candidate possesses for the role of Chair of the Board of Trustees:

- The candidate's employer or a client (if self-employed)
- A Chartered member of the professional construction body or someone that the candidate is on a Board with.

Section D: Question

Candidates must illustrate why they would like to be the Chair and what they could bring to the Institute and the role.

Please note: a word limit of 500 words has been placed on the question.

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

In answering the question consideration should be given to the following:

- Demonstrating how you are an independent and objective leader
- Maintaining a transparent, trusting, and open environment
- Upholding the tenets of the Institute
- Providing constructive oversight, encouragement and guidance to the Trustees and Institute Executive

FIRST ASSESSMENT

Following due diligence of the application form, candidates will be invited to a Teams Interview (cameras on) to discuss the contents of their application. The interview will take approximately 1 hour.

All candidates will be informed of the outcome after the interview and those successful informed of the next stage.

STAGE 2: INTERVIEW (FACE TO FACE)

If successful from the first assessment, candidates will be asked to a Teams informal discussion with the CIOB Leadership Team. This will last 30 minutes maximum and their feedback will be given to the Interview Panel. The interview will take approximately 1.5 hours and will be a face to face interview at the CIOB London office – 9 Kingsway WC2B 6XF.

The Interview will consider the response to your application and other questions to include but not limited to the understanding of the role of the Institute and Trustee, Leadership, Integrity and Equity, Diversity and Inclusion.

Candidates will be able to ask questions of the Interview Panel, but the Panel will not be able to discuss the outcome of the interview or candidate performance.

Please note - Responses should be made with specific examples. If generic answers are provided, the answer may be discounted.

ASSESSMENT & INTERVIEW PANEL

The Panel will comprise of:

- Current Officers of the Institute
- Immediate Past President
- Chair of the Board
- Chair or Vice Chair of the Nominations and Finance & Risk Committees
- An Independent member
- Chief Executive Officer

At each stage all or a minimum of 5 Panel members will be involved or present.

The Director of Governance & Institute Secretary will be present at all stages to ensure fairness of process and consistency across the assessment and interview process.

TIMETABLE FOR CHAIR RECRUITMENT

Please note that this timetable may be subject to amendment.

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

September 2026	Launch recruitment
November 2026	Short list and interview
December 2026	Approval by Board of Trustees

From January 2027, the incoming Chair will be co-opted to the Board to start the induction process. The Chair will take up the role at the close of the AGM in June 2027. A full communication plan around the appointment of the Chair will be prepared from January 2027.

Should this recruitment be unsuccessful, the process will then recommence in February 2027 with this timetable being updated.

For any queries on the process, please contact Samantha Teague - Director of Governance & Institute Secretary in confidence at steague@ciob.org.uk marking Chair Recruitment in the subject header.