CIOB
The Chartered Institute of Building

TRUSTEE RECRUITMENT - GUIDELINES FOR CANDIDATES

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

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.

BOARD OF TRUSTEES – TERMS OF REFERENCE

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 Trustees 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.

(Non-delegated duties)

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.

[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 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.
- 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.

A potential Trustee must be able to demonstrate the above competences on application for the role of Trustee.

Skills

There is a requirement for members of the Board to have a set of skills. The Institute requires all candidates on application to self-assess themselves against a list of skills and to do so periodically throughout their tenure. Skills may be added or deleted from time to time.

The current skills set requires the Board of Trustees as a whole to demonstrate proven experience in or working knowledge of the following:

- Setting target, monitoring and evaluation performance.
- Public relations, communications and marketing
- Financial management, budgeting and risk management
- Understanding the educational landscape within the construction industry
- Serving the public interest
- Strategic planning
- Development of policies – internal and external
- Governance
- Understanding the International construction industry
- Understanding of AI and emerging technology
- Equality Diversity and Inclusion
- Lobbying
- Legal

Following the Board election each year, an audit of Trustees' skills is used to assist with the selection of the remaining Trustee(s) to the Board.

Principle 6 of the Charity Governance Code relates to equality, diversity and inclusion. The Institute looks beyond the 9 protected characteristics of the Equality Act 2010 and aims to recruit as diverse a range of Trustees as possible in line with the recruitment processes of the Governance document.

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 five (5) Board of Trustees meeting each year - June, October, December, February (virtual) and April. These meetings can be face to face, virtual or of a hybrid nature.

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)

Finance & Risk Committee – Four (4) meetings each year – September, November, April & May

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

External Affairs Advisory Board - up to three (3) meetings per year

Professional Standards Committee - up to three (3) meetings per year

Member Engagement Committee - up to three (3) meetings per year.

Global Leader's Forum - All Trustees attend Global Leaders Forum. Meets twice a year in June (incorporating the AGM, installation of the President and the Board of Trustees) and then virtually in January. The venue 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.

Trustees may also be a member of other Working Groups and Committees. Trustees will be asked to provide informal support to the regions through the role of Trustee Hub Champion.

RULES OF ENTERING THIS PROCESS

All candidates for the Trustee roles must be current Corporate Members of the CIOB (MCIOB or FCIOB) and currently working within the industry. All applications must be written by the candidate.

Individuals are not required to have served as a Local Hub Chair, in any other Hub leadership role or on a Governance Committee before applying to become a Trustee. Applications are welcomed from all eligible members who can demonstrate the skills, experience and competence required for the role.

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 Director of Governance & Institute Secretary at governance@ciob.org.uk once the process is complete.

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. Complaints can only be made in relation to the process and not the decision of the Nominations Committee.

TRUSTEE RECRUITMENT 2027

For 2027, the Nominations Committee will be recruiting for 3 'elected' trustees and 1 'selected' trustee.

APPLICATION PROCESS

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 –

- Stage 1 - a written application – if successful move to stage 2
- Stage 2 – a TEAMS interview.

Within the written application candidates will be asked to submit a jpeg picture, career resume, testimonial and personal statement. These will not form part of the evaluation.

- The testimonial must be no more than 150 words from your employer or a client (if self-employed) noting the skills they believe that you possess for the role of Trustee.
- The personal statement should state what you could bring to the CIOB if elected as a Trustee and why you would like to hold the position. This 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.

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

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

The **application form** will be marked by the Nominations Committee. Each application will be **blind-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 blind-marking will be carried out. Only Part C of the application form is assessed.

The Nominations Committee will only be informed of the candidate's identity once the written application scoring has been completed and confirmed.

Please note: the names of applying candidates are not informed to others outside of the application process.

The **TEAMS interview** will be carried out by a minimum of three (3) members of the Nominations Committee. Full details on the TEAMS interview will be made available to candidates on the confirmation of the interview.

Trustee Skills

Candidates are asked to evidence their skills within the written application against the skills required by the Board of Trustees as a whole. This will be used in the skills audit for the selection process.

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.

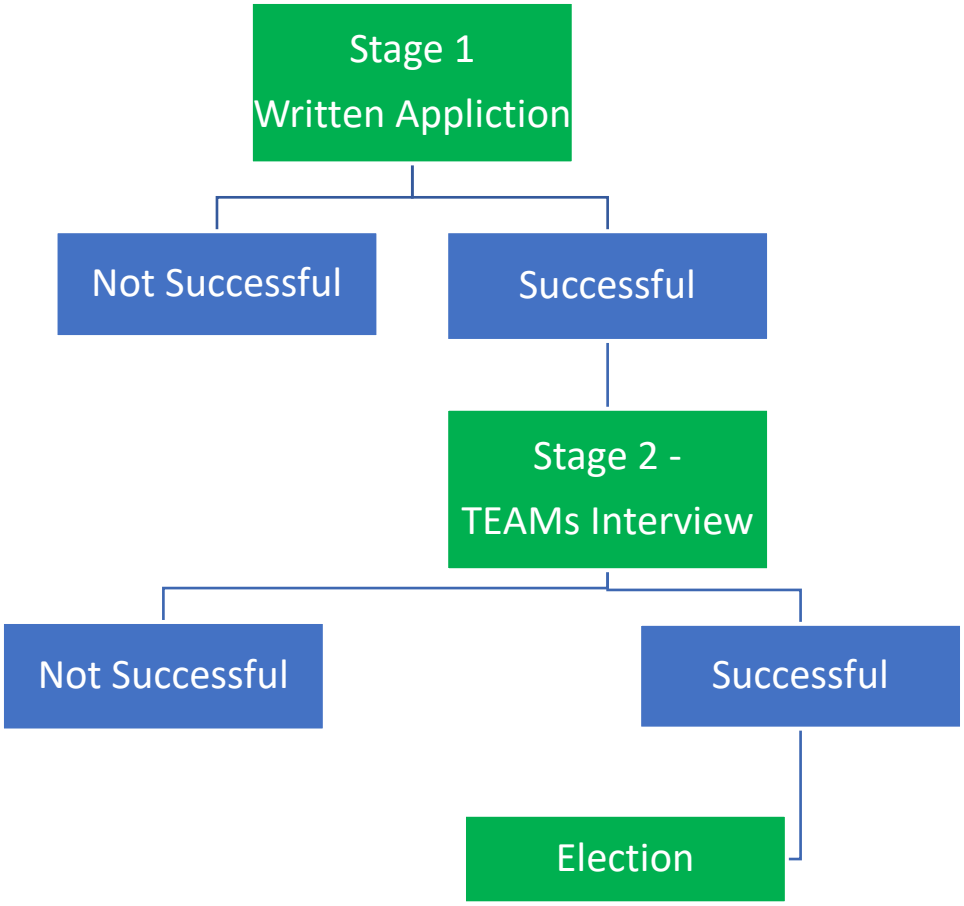
Candidates are not expected to have all skills listed below, but are asked to score themselves from 1-4, with one being no experience and four being strong experience.

The Skills are listed below, with some explanations where necessary of the level of the skill required:

- Setting target, monitoring and evaluation performance.
    - Establishing performance indicators; management of targets; lessons learned / evaluation processes; continuous improvement.
- Public relations, communications and marketing
- Financial management, budgeting and risk management
    - Oversight, scrutiny and assurance

- Understanding the educational landscape within the construction industry
    - Experience in education fields – vocational, higher education, apprenticeships
- Serving the public interest
- Strategic planning
    - Development of strategic plans for short to long term development
- Development of policies – internal and external
    - Ensuring appropriate frameworks in place
- Governance
    - Ensuring that organisation / project is directed, controlled and accountable
- Understanding the International construction industry
    - Knowledge of international construction practices outside of their domiciled location
- Understanding of AI and emerging technology
    - Skill set to recognise opportunities and risk.
- Equity Diversity and Inclusion
- Lobbying
- Legal

APPLICATION STAGE



The Trustee recruitment process consists of **two stages**. For those candidates that pass Stage 1, they will be invited to interview at Stage 2 as described below.

Stage 1 - 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 and construct responses that specifically address the question asked. Specific personal examples should be used in answering the questions.

The Competencies assessed on the application form are:

1. Understanding the CIOB and its global nature – A scenario-based question where you will be expected to be able to demonstrate an in depth understanding of the CIOB and its role in the global construction industry, together with what the Institute represents and its objectives. More information on the Royal Charter, Bye-Laws and associated Rules and Regulations, and Corporate Plan. (See www.ciob.org/about)

2. Understanding of Trusteeship – You must show an understanding of duties, responsibilities and liabilities of being a Trustee. You will be expected to demonstrate why you should become a trustee with any skills and experience to support this. (CC3 - The Essential Trustee)

3. Policy Development – You will be expected to demonstrate the ability to develop, contribute and / or implement policies to ensure that the objectives of the organisation are achieved.

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, 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.

5. Learning and Development – You will be expected to demonstrate how you evaluate and plan **your** Continuing Professional Development under Rule 10 of the Rules and Regulations of Professional Competence and Conduct, and that of **your** team.

6. Equality, Diversity & Inclusion - You are expected to demonstrate your commitment to ED&I and how this could benefit the CIOB. (CIOB Diversity & Inclusion)

Stage 2: TEAMS Interview

All candidates who have reached the required level from the written application form will be invited to participate in a TEAMS interview.

The questions asked at the interview will be sent to the candidate on confirmation of the interview by email, together with the format for the interview. The TEAMS interviews will be carried out with cameras off.

Please note that the Nominations Committee reserves the right:

- To ask the questions in any order;
- To ask supplementary questions if required during the TEAMS interview covering all the competencies from Stage 1 & 2.

The interview will take approximately 40 minutes. **Please ensure that you join the interview at the required time. If a candidate does not join the meeting within 10 minutes of the interview time, the interview will be discarded.**

The Competencies assessed at the 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.

8. AI & Future Readiness – You will be expected to demonstrate an understanding of the Boards role in overseeing technology adoption and ensuring the Institute remains relevant and future-ready

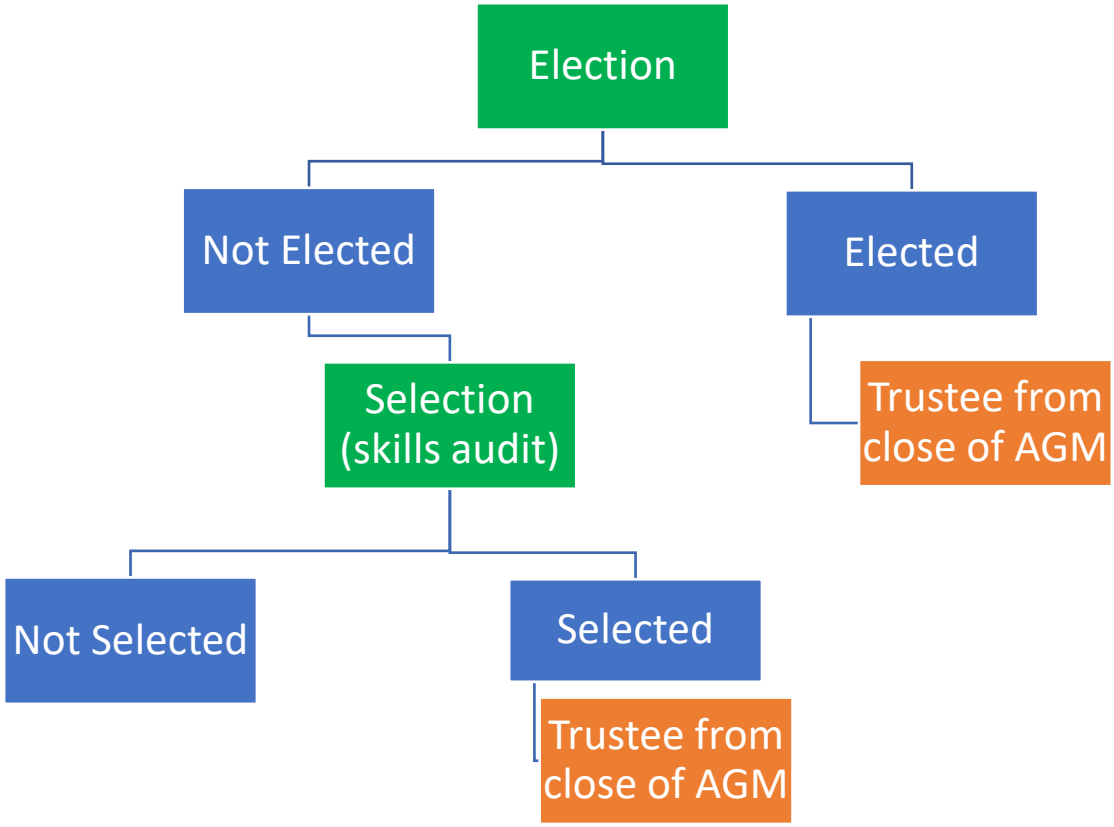
Please note - Responses should be made with specific personal examples. If generic answers are provided, the answer may be discounted.

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.

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.

ELECTION & SELECTION

Below is a flowchart of the process from Election to Selection to the AGM.



Election

Up to 3 candidates per 'elected' trustee position can be put into the election. For example for 2027, there will be three (3) 'elected' positions available, so up to nine (3) candidates can be on the ballot paper.

The decision of the Nominations Committee on the candidates will be final and binding.

If more candidates pass the assessment than the number of Trustee positions available, an election will be called. The candidates polling the highest number of votes will be duly elected. In the example above, this would be the two (2) highest polling candidates.

If the number of candidates who pass the assessment is less than or equal to the number of 'elected' positions available, the successful candidates shall be deemed 'elected' with no election called.

Skills Assessment / Selection

The Nominations Committee following the election will undertake a skills audit of the Board as a whole. They will determine any missing skills of the Board and consider selection of candidate to fill positions on the Board from those who passed the telephone interview plus those who were unsuccessful at the election, subject to their agreement.

At this point a further TEAMs discussion may be scheduled to discuss your level of expertise against a specific skill(s).

The Nominations Committee will propose the selected Trustees 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.

11 Nov 2026	Applications Open
25 Nov 2026	Drop-in Surgery 1
10 Dec 2026	Drop-in Surgery 2
13 Jan 2027	Applications Close - Written Applications
25 Jan 2027	Stage 1 - Written Applications – assessment moderation
2 & 3 Feb 2027	Stage 2 – TEAMs Interview
8 Mar – 5 Apr 2027	ELECTION (if required)
March 2026	Skills Audit
21 April 2027	Board of Trustees
11 & 12 May 2027	Trustee Induction (London)
June 2027	CIOB AGM