



Chair Recruitment 2018

Candidate Information Pack

IEMA is the worldwide alliance of environment and sustainability professionals transforming the world to sustainability.

We support individuals and organisations in setting and achieving globally recognised standards for sustainable practice, driving development and uptake of sustainability skills. We add value for members by providing the knowledge, connections and recognition necessary to lead change within organisations.

Belonging gives us the knowledge, connections and authority to 'transform the world to sustainability' with IEMA's global professional standards as the benchmark.

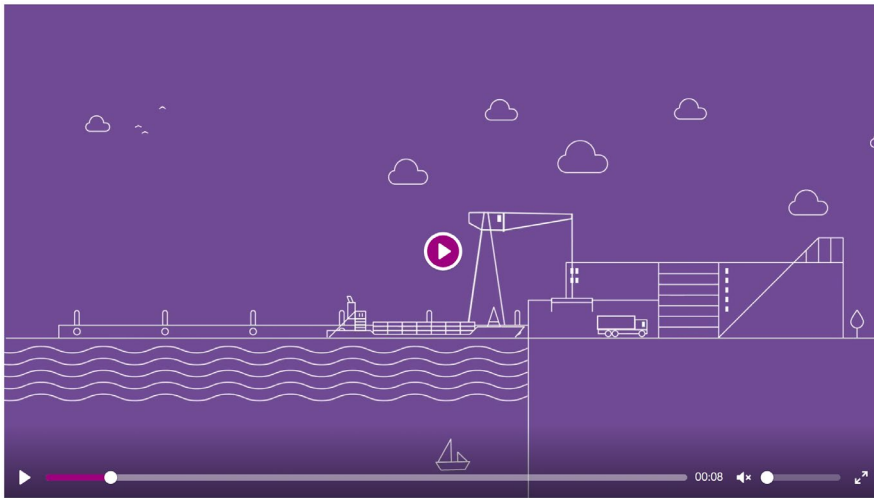
By sharing our expertise, we will continue to create new business models, drive new kinds of responsible enterprise and enhance the environment we all live in.

Members around the globe benefit from a range of features and services, exclusive to IEMA membership, including:

- Professional recognition throughout their careers
- Access to a network of 14,500 peers and influencers
- Unrivalled guidance and support packages
- Influence and advocacy work, changing and advising on legislation and policy with governments and NGOs
- Thought leadership on emerging and established issues
- Opportunities to learn, engage and influence across the full breadth and depth of sustainability
- Career development advice, signposting and mentoring
- Approved training and education programmes

Transforming the world to sustainability

Take a look at who we are and what we do...



www.iema.net/about-us/what-we-do

The Board

Purpose

- To provide and be accountable for the strategic leadership and governance of IEMA
- To ensure that Member's interests and benefits are at the heart of all decisions
- To safeguard IEMA's values and standards

Context

The Board is governed by the IEMA Memorandum of Association and the Articles of Association. Any change to these documents has to be approved at a General Meeting to which all Members must be invited. Each Board member has full fiduciary responsibilities under Company Law.

Members

- 10 Non-Executive Directors
- 2 Executive Directors

Job Description

The Chair will hold the Board and Executive Team to account for the Institute's mission and vision, providing inclusive leadership to the Board of Directors, ensuring that each Board member fulfils their duties and responsibilities for the effective governance of the Institute. The Chair will also support, and, where appropriate, challenge the Chief Executive and ensure that the Board functions as a unit and works closely with the Leadership Team of the Institute to achieve agreed objectives. The Chair will act as an ambassador and the public face of the Institute in partnership with the Chief Executive.

Key Relationships

- CEO
- The Board
- Board Sub-Committees
- Strategic Advisory Council and Professional Standards Committee
- Leadership Team
- Act as an ambassador for the Institute
- Act as a spokesperson for the Institute when appropriate
- Represent the Institute at external functions, meetings and events
- Facilitate change and address any potential conflict with external stakeholders

Key Accountabilities

- Provide leadership to IEMA and its Board, ensuring that the Institute has maximum impact for its members
- Ensure that Board Members fulfil their duties and responsibilities for the health, safety and effective governance of the Institute
- Ensure that the Board operates within its objectives, and provides a clear strategic direction for the Institute
- Ensure that the Board is able to regularly review major risks and associated opportunities, and satisfy itself that systems are in place to take advantage of opportunities, and manage and mitigate the risks
- Ensure that the Board fulfils its duties to ensure sound financial health of the Institute, with systems in place to ensure financial accountability
- Ensure an effective relationship between the Board and the sub-committees, and the wider organisation
- Ensure future growth of the Institute is planned, monitored and maintained
- Act as spokesperson and figurehead as appropriate to further the interests of IEMA
- Set values, ensure these are widely communicated and that the behaviour of the Board is entirely consistent with those values
- Ensure high standards of corporate governance and personal integrity
- Work effectively with stakeholders, including the Strategic Advisory Council and Professional Standards Committee
- Provide independent scrutiny
- Chair the Board of Directors meetings and assigned meetings of key governance committees
- Set and maintain strategic vision, aims and objectives, ensuring necessary resources and succession plans are in place
- Monitor delivery of the Annual Business and Strategic Plan

Key Responsibilities and Deliverables

<p>Performance</p>	<ul style="list-style-type: none"> ■ Ensure IEMA Board meetings operate effectively and efficiently in a safe, healthy and sustainable manner ■ Ensure Board members are fully engaged and that decisions are taken in the best, long-term interests of the Institute with collective Board ownership ■ Ensure continuing financial viability and long-term sustainability of the Institute ■ Ensure IEMA achieves financial and quality targets and meets the requirements of stakeholders within available resources ■ Lead and participate in an annual review and appraisal of CEO ■ Lead and participate in an annual review of the Board ■ Responsible for the Board meetings and the AGM ■ Ensure the implementation of Board decisions ■ Work with the CEO to give direction to the Board policy-making
<p>Governance</p>	<ul style="list-style-type: none"> ■ Ensure that the governance arrangements are working in the most effective way for the Institute ■ Develop the knowledge and capability of the Board of Directors ■ Encourage positive change, where appropriate address and resolve any conflicts within the Board ■ Appraise the performance of the Board Members on an annual basis ■ Ensure that the Board of Directors is regularly refreshed and incorporates the right balance of skills, knowledge and experience needed to govern and lead the Institute effectively, and which also reflects the wider population ■ Work within any agreed policies adopted by the Board ■ Ensure the Board of Directors works in conjunction with the Strategic Advisory Council and Professional Standards Committee ■ Determine the appropriate level of remuneration for the CEO ■ Effectively engage with key stakeholders and champion interests of IEMA ■ Ensure governance documents are up to date and adhered to
<p>Efficiency and effectiveness</p>	<ul style="list-style-type: none"> ■ Chair meetings of the Board of Directors effectively and efficiently, bringing impartiality and objectivity to the decision-making process ■ Ensure that Board Members are fully engaged and that decisions are taken in the best, long-term interests of the Institute and that the Board takes collective ownership ■ Foster, maintain and ensure that constructive relationships exist with and between the Board Members ■ Work closely with the Chief Executive to give direction to Board policy-making and to ensure that meetings are well planned, meaningful and reflect the responsibilities of trustees ■ Monitor that decisions taken at meetings are implemented
<p>Relationship with the Chief Executive and the Leadership team</p>	<ul style="list-style-type: none"> ■ Establish and build a strong, effective and constructive working relationship with the Chief Executive, ensuring s/he is held to account for achieving agreed strategic objectives ■ Support the Chief Executive, whilst respecting the boundaries which exist between the two roles ■ Ensure regular contact with the Chief Executive and develop and maintain an open and supportive relationship within which each can speak openly about concerns, worries and challenges ■ Liaise with the Chief Executive to maintain an overview of the Institute's affairs, providing support as necessary ■ Conduct an annual appraisal and remuneration review for the Chief Executive in consultation with other Board Members ■ Ensure that the Chief Executive has the opportunity for professional development and has appropriate external professional support

Additional Information

1. The post holder must maintain an appropriate standard of confidentiality and comply with IEMA's Company Rules, Policies and Procedures.
2. The Job Description may be subject to change at the discretion of IEMA and in accordance with business developments. Any changes will be communicated to and consulted with the post holder appropriately.

Values & Behaviours

The post holder is expected and required to uphold the values and behaviours in the following way:

Excellence	<p>Excellence is the standard that we constantly strive to achieve. It ensures that a job is well done, no matter how difficult the circumstances, it requires:</p> <ul style="list-style-type: none">■ <i>no compromise on high standards</i>■ <i>being punctual at all times</i>■ <i>planning and managing time effectively</i>■ <i>using appropriate language at all times</i>■ <i>maintaining a clean and tidy working environment</i>■ <i>communicating and using social media appropriately</i>■ <i>seeking opportunities to develop and improve skills</i>
Governance	<p>Integrity is about doing what you say you will do and maintaining high personal and professional standards at all times, it requires us to:</p> <ul style="list-style-type: none">■ <i>do what we say we are going to do</i>■ <i>peer checking to reinforce our behaviours</i>■ <i>establishing and maintaining appropriate relationships and boundaries</i>
Trust	<p>Trust is the belief and confidence in the reliability of each other. It quantifies and defines our relationships with others, it requires:</p> <ul style="list-style-type: none">■ <i>being accountable for our own actions</i>■ <i>being a reliable member of the team</i>■ <i>accepting the competency and experience of colleagues</i>■ <i>being honest with ourselves and colleagues at all times</i>
Respect	<p>Respect is having due regard for the competence, feelings, views and rights of ourselves and others; it extends to the treatment of all people with whom we come into contact, it requires:</p> <ul style="list-style-type: none">■ <i>giving respect to gain respect</i>■ <i>consciously asking questions and listening to each other</i>■ <i>respecting yourself and your value to the team</i>■ <i>showing empathy towards colleagues</i>■ <i>speaking up, contributing and challenging</i>■ <i>respecting and upholding the decisions of the team</i>
Unity	<p>Unity gives us a sense of belonging, creating the belief that with the support of our colleagues, we can overcome adversity and achieve great things, it requires:</p> <ul style="list-style-type: none">■ <i>working together as a team</i>■ <i>supporting each other to deliver a common message</i>■ <i>taking time to talk to colleagues</i>■ <i>offering help to our colleagues</i>■ <i>engaging in conversations beyond work</i>

Person Specification

Core Competency	Outcomes
<p>Self-Awareness and Management Definition: An understanding of your own emotions and how they impact on your own behaviour and/or the behaviour of others. It is also about understanding your own strengths and limitations.</p>	<ul style="list-style-type: none"> ■ Understands the need to be strong and positive in the face of adversity but also recognises areas of one's own weaknesses and when to seek guidance and support. ■ Seeks feedback and considers it carefully. ■ Works with others to bring strengths that s/he may lack. ■ Looks for appropriate opportunities to improve her/his areas of weakness. ■ Manages emotions so as to minimise negative impact on others. ■ Considers her/his approach at meetings or in projects to suit needs of others, rather than own preferences. ■ Demonstrates critical reflections of own practice and behaviour by regularly seeking feedback from peers. ■ Highly self-motivated and able to work under her/his own direction to achieve stated objectives within the necessary timescales.
<p>Leadership and Management Definition: Leading, encouraging, inspiring and supporting others to develop confidence and capability to help them realise their full potential. Managing resources and holding others accountable</p>	<ul style="list-style-type: none"> ■ Communicates and gains staff commitment to recommendations. ■ Provides positive leadership traits and able to inspire and influence colleagues. ■ Highly effective communicator both verbally and in written form. ■ Demonstrates personal integrity whilst dealing with colleagues and stakeholders. ■ Able to actively listen and influence others. ■ Challenges, in a constructive manner, poor performances across all staff. ■ Creates a climate where everyone feels they can take risks, make mistakes and learn from them and are willing to support each other. ■ Assumes ownership for all processes within their remit, collaborating with colleagues to ensure a joined up and customer focused approach to changes.
<p>Relationship Building and Team Working Definition: Building bonds with others to work collaboratively across organisational boundaries and using these to persuade or gain support to achieve positive outcomes and goals for IEMA.</p>	<ul style="list-style-type: none"> ■ Demonstrates and 'role models' collaborative team working through his/her integrity and behaviours. ■ Collaborates positively and constructively with colleagues to create a strong team working environment. ■ Actively 'lobbies' and wins support behind the scenes. Assembles and sustains coalitions to get support and influence others. ■ Learns to make first impressions count. Is friendly and optimistic with people s/he meets. ■ Identifies relationships that are not strong, meets the individual(s) concerned to establish why, and initiates actions to build the relationship(s). ■ Challenges others with respect and courtesy. ■ Creates new opportunities for individuals to work together, breaking down barriers that may get in the way of effective team working. Challenges others to do the same.
<p>Innovation and Flexibility Definition: The ability to formulate new ideas or to adapt or use existing ideas in a new or unexpected way to solve problems, and to think ahead to spot or create opportunities and maximise them.</p>	<ul style="list-style-type: none"> ■ Is innovative, proactive and solution-minded. ■ Sets aside thinking time to come up with more creative ideas for getting things done. ■ Is prepared to consider major changes to processes and procedures if reasoned analysis shows benefits to be greater than costs. ■ Responds to new ideas by discussing why they might work instead of telling others why they won't work. ■ Asks colleagues to identify key factors that hinder performance, alternative ways to achieve results and use these to plan improvements. ■ Acts to take advantage of new technologies and ideas. ■ Is willing to investigate options in depth, even when they are the ideas of others. ■ Thinks laterally and creatively to resolve problems. ■ Works in a flexible and agile manner to meet the needs of the programme, and colleagues.

Knowledge & Experience	Essential	Preferred
■ Experience chairing Board meetings in a public, third sector or private sector organisation as Non-Executive Director	✓	
■ Sound understanding of corporate governance	✓	
■ Track record of active leadership and achieving positive change	✓	
■ A willingness to lead IEMA	✓	
■ Ability to scrutinise and monitor systems, process and outcomes	✓	
■ Empathy with IEMA's core vision	✓	
■ History of implementing and maintaining corporate governance	✓	
■ Background in a sustainability related discipline		✓

Qualifications	Essential	Preferred
■ Professional and academic qualification in sustainability or environmental management		✓
■ Educated to at least degree level or equivalent	✓	

Skills & Abilities	Essential	Preferred
■ Ability to chair Board meetings effectively	✓	
■ Ability to influence and collaborate with key stakeholders	✓	
■ Strong leadership skills	✓	
■ Good understanding of governance within non-for-profit organisations	✓	
■ Politically aware	✓	
■ Emotionally intelligent and resilient; self-aware	✓	
■ Able to inspire colleagues and bring energy and enthusiasm to the Board	✓	
■ Ambitious and realistic when setting objectives and targets	✓	
■ Sensitive and caring approach when faced with difficult choices	✓	
■ Able to build trust, act with integrity and be relied upon	✓	
■ Constructively challenge	✓	
■ Tact, diplomacy and powers of persuasion	✓	
■ A commitment to putting IEMA members at the heart of decision making	✓	
■ A commitment to working in partnership to achieve goals	✓	
■ A commitment to excellence, openness and transparency	✓	
■ A commitment to developing people to support them to be the best that they can be	✓	
■ Adopt the values and behaviours that exemplify the corporate culture	✓	

Time Commitment

The Chair will be appointed for one term of no longer than three years (subject to approval by members at the AGM). This term may be renewed for only one further term of three years, subject to member approval.

There are four Board meetings per year - one meeting is held at IEMA's offices in Lincoln and three in London.

There is an expectation to sit on at least one Board sub-committee. Where appropriate these meetings will be conducted by telephone, but circumstance may require a face to face meeting.

Remuneration

IEMA is a not for profit organisation and relies on its volunteers to undertake many of the activities and benefits offered to members, therefore the role of Chair is not remunerated.

However, all travel and out of pocket expenses associated with the role will be reimbursed.

Location

The role of Chair is not based on site, however, presence will be required at the Board, and any sub-committee, meetings which usually take place in Lincoln and London, though may take place at any suitable location within the UK.



Recruitment Timeline

11th Jan 2019	Closing date for applications
18th Jan 2019	Shortlisted candidates will be informed
29th Jan 2019	First stage interviews
7th Feb 2019	Second stage interviews

How to apply

Send:

- CV
- a short covering letter outlining your reason for applying and any relevant experience you wish to bring to our attention.

To:

- Gali Melides, Executive Assistant to CEO, IEMA

By post

City Office Park, Tritton Road, Lincoln, LN6 7AS and mark the envelope Private and Confidential

By email

g.melides@iema.net

Should you wish to discuss the role directly with our COO Maria Turnbull-Kemp before submitting an application, contact Gali Melides, Executive Assistant, on 01522 540069 and she will be happy to arrange a telephone conversation.