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**Nuclear Institute Board of Trustees – skills audit**

A Board of Trustees operates most effectively when their members come with different skills, knowledge, backgrounds and experiences. This variety helps the Board meet its many responsibilities and contributes to the dynamics and creative energy within the NI.

Recruitment of new Trustees presents an opportunity to identify and address gaps in representation and skills in the Board’s membership. We wish to consider the Board skills and knowledge we need to lead and direct the organisation towards its vision and aims in the future.

It is not the intention to ensure that everyone has the same set of skills at the highest level but that between us we have a broad range of skills with some having expertise in one or more areas that are useful to the NI.

Skills can be gained through a qualification, experience or a combination of both. By identifying the skills that are of most use and a way of identifying the level at which you have those skills we can ensure a good mix as well as the ability to fill specific skill gaps as the mix of Trustees changes over time.

The Nominations Committee has reviewed this list for the purpose of collecting information about prospective trustees. In addition, trustees are regularly assessed on their performance using a skill set also outlined below.

Please complete this skill assessment as part of your application to become a trustee.

Thank you

Sarah Beacock

Chief Executive Officer

**NI Board of Trustees Skills Audit**

**Background information**

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| Name: |  | Organisation: |  | Job title: |  |
| Grade of NI membership: |  | Other memberships held: |  | Other trustee roles: |  |

**Give a brief description of your reason for wanting to be a Trustee of the NI –** in the event of an election this will form the basis of your pitch to the electorate and should be a maximum of 200 words.

**Give a brief outline of your experience and suitability for the role. Include any previous experience of similar roles –** this will also be included in your pitch in the event of an election and should be a maximum of 200 words.

The skills audit below asks you to assign a level against each quality or skill of a Board member. For some this will ask for a description but in others it will ask for a rating between 1 and 5. This section is for use by the Nominations Committee and Board of Trustees only and is not part of the election process.

**How to complete the Skills section:**

A 1 indicates that you have relatively little skill or knowledge of this topic whilst a 5 suggests that your expertise is high. The purpose is not to fully define the level of abilities that make up each skill but rather to ascertain what types of tasks you have direct experience of. If you find that you have experience of several abilities within one skill (eg at levels 1, 2, 3 and 5) **then you should mark that as a 3**. If you have directly undertaken the tasks identified as representing that skill at levels 1, 2, 3, 4 and 5 then that would make the appropriate mark a 5. You should tick the box that contains the highest description that you can demonstrate/evidence for each skill.

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| **Qualities** | **Outline of your experience** | | | | |
| Commitment to the NI eg length and grade of membership, volunteer roles etc |  | | | | |
| Integrity eg knowledge of code of conduct, conflicts of interest etc |  | | | | |
| Understanding of NI’s objects and purpose |  | | | | |
| Ability to treat all individuals – staff and volunteers – with respect |  | | | | |
| **Skills** | **1** | **2** | **3** | **4** | **5** |
| Governance | Previously served on charity and/or membership body committees | Understand the NI’s legal status, its key governance documentation and structure | Previously served on the board of a charity or membership body | Involved in governance reviews. Understanding of good practice for charities | Hold governance qualification or acted as President or Chair of a similar body. |
| Marketing and promotion | Have drafted copy for use in marketing | Have written copy that is used unedited | Have held management post in marketing | Have strong knowledge of digital marketing | Have held senior post where marketing makes up a large proportion of the role |
| Events management | Have sat on event organising committees | Have chaired or participated in medium-sized events | Have acted as chair of a major industry event | Have held paid positions as Events Manager | Have held paid position as Events Director |
| Public relations and media | Understand the importance of not venturing an opinion on subject on which you do not have specialist knowledge | Be confident of giving an opinion on a subject on which you have expertise | Be able to understand political and practical considerations on decisions made by your organisation | Have sat on government committees | Have senior experience of dealing with government departments and presenting on the organisation’s view to the public |
| Human resources | Manage staff on a day-to-day basis | Recruit, manage and train staff | Have taken the lead in coaching/ training/ developing staff | Have recruited senior positions and managed difficult HR problems | Have an HR qualification and experience of taxation, law, pensions etc |
| Legal (specify type of law) | Have signed contracts on behalf of your organisation | Have drafted and negotiated contracts | Have specific legal knowledge in some areas | Have acted as senior legal adviser in your organisation | Have a legal qualification relevant to charities or membership bodies |
| Policy and advocacy | Understand the relationships of key policy targets for NI to influence | Able to produce position papers that represent NI’s views on policy issues | Fully understand how policy and advocacy can be achieved through NI strategy | Have responsibility for policy and advocacy within own organisation | Regularly engage at government level on policy issues |
| Accounting and finance | Make decisions on purchase and supply for own organisation | Contribute to major financial decisions in own organisation | Responsible for financial decisions in SME | Responsible for financial decisions in major company | Hold a professional qualification in Finance/Accounting and/or hold a senior financial position in a major company |
| Monitoring, evaluation and audit | Able to assess basic procedures as effective and proportional | Able to establish evaluation standards and KPIs that are easily understood and accepted | Responsible for monitoring the day-to-day work of those relying on written procedures | Able to drive continuous improvement through effective audit of activities | Able to simplify and rationalise procedures in order to meet more effective and modern practices |
| IT, digital and data protection | Understand the function of the CRM to a membership organisation and the importance of its security | Understand the role of the ICO and the NI’s relationship to it | Be conversant with current GDPR regulation, the NI’s Privacy Policy and penalties for breach of regulations | Be able to identify failings in NI’s approach to personal data and alert relevant parties internally | Have specialist legal knowledge and experience of data protection compliance |
| NI community development | Have served on NI Community committees (Branch, YGN, SIG) | Have encouraged others to join these committees | Have held named role on committee (eg event/dinner organiser) | Have held senior position eg Chair, Treasurer, Secretary | Have ensured full diversity and inclusivity on committees |
| Public speaking | Speak regularly at events | Produce engaging slide presentations | Speak confidently and fluently without notes | Chair/speak at major conferences as a subject expert | Are a sought-after keynote speaker |
| Skills, careers and education | Contribute content and expertise on nuclear skills, careers information or awareness raising on nuclear topics | Have relevant contacts in the education/ careers sectors that can support NI goals | Have made effective use of educational networks to NI or the industry’s benefit | Have evaluated educational programmes for value and effectiveness | Have detailed knowledge of the skills requirements of the nuclear industry that can be used to support the NI’s work |
| Training and development | Contribute to internal training programmes in own organisation | Responsible for internal training of own staff | Have facilitated training | Have delivered training directly or undertaken training needs analysis on staff | Have developed and delivered training courses including distance learning/ electronic training |
| Quality assurance and professional standards | Understand the importance of quality assurance procedures and external standards | Familiar with the detail of at least one of NI’s licences (EngC, SciC and SocEnv) | Involved in developing internal systems and procedures to maintain licences and standards | Involved with auditing the standards and procedures of other organisations (PEIs, ISO etc) | Able to develop procedures that relate to best practice in NI-relevant externally-regulated activities |
| Industry familiarity | Have relevant connections in industry, academia, the NI community | Have strong knowledge of at least one industry or academic sector in nuclear | Be able to articulate the needs of at least one sector in relation to NI products and services | Make introductions to your senior industry contacts to the NI | Use senior industry connections to influence uptake of NI products and services |
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Do you have anything you wish to contribute to the Board not mentioned above either in terms of experience, knowledge or skills or any specific skills that you feel you possess?

Thank you for your time in completing this as fully as possible.

Updated February 2024

**Trustee assessment (during board term of office this will be conducted annually based on your participation)**

**The Nominations Committee recommended in 2020 that it was the President’s role to assess trustees’ performance. This may alternatively be undertaken by an external assessor if preferred.**

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| **Skills and attributes** | **1** | **2** | **3** | **4** | **5** |
| Ability to work in a team | Participate fully in the board team | Ask fair and meaningful questions and learn from others in the team | Contribute practical assistance in areas where you have expertise | Contribute equally on all agenda items and show an understanding of others’ viewpoints | Contribute equally but allow others to do so as well. Accept majority decisions. |
| NI stakeholder engagement | Participate on board and other sub-committees | Able to articulate the NI’s views on issues of interest to the board with organisations outside the NI | Able to approach contacts outside the NI for assistance with NI activities | Sit on other senior industry committees and promote the NI and its work | Able to use persuasion and influencing techniques to achieve greater profile and engagement for the NI with key industry targets |
| Commitment | Able to attend at least half the board meetings in the past year | Able to make partial attendance to all board meetings | Able to attend all board meetings in full | Attend majority of meetings of allocated relevant sub-committees | Attend all relevant sub-committees |
| Expertise | Have brought your expertise to issues of governance eg policy, committee terms of reference etc | Have contributed your area of nuclear or other expertise to discussions | Have taken an issue or challenge and conducted further investigation for the benefit of board discussions | Have brought issues around your area of expertise to the board for consideration | Have taken a lead on resolving a key issue in your area of expertise |
| Understanding of how the NI works | Basic familiarity with the governance handbook (issued on appointment) | Completed induction with President, Hon Treasurer and CEO | Talked to CEO and staff on issues of detail for clarification | Contributed knowledgeably to policy and ToR updates | Lead on policy and ToR updates as required (eg via sub-committee chairing) |
| Ability to distinguish strategic from operational issues | Understands how the NI’s governance manages operations | Understands the board’s role in oversight of operations | Is clear about the activities that are delegated by the board | Collaborates with all board members and staff on setting realistic strategic and business objectives | Demonstrates full understanding of the strategy |
| Maintaining professionalism as a trustee | Have read the basic materials provided on appointment (books, CC videos and guides etc) | Regularly complete Conflict of Interest questionnaire (circulated annually) | Attend regular trustee training sessions via NI or elsewhere | Understand the importance of collaboration, confidentiality and democratic decision-making | Demonstrates pride in their role as an NI trustee |
| Upholding principles of good governance (to be reported on in the annual report) | Demonstrate understanding of the NI’s public benefit | Demonstrate understanding of how we comply with legal requirements | Demonstrate understanding of the six duties of a trustee | Demonstrate understanding of the seven principles of good governance (Nolan) | Understand the consequences of a loss of good governance |