The Pioneer Group
People. Housing. Community.

Board Member Core Competencies

1. Commitment			
	Attribute	**Indicators**	
1.1	Prepares for meetings in sufficient depth to allow for effective contribution to discussion	• Effectively contributes at meetings and has clearly read the content of reports.	
1.2	Attends sufficient meetings and arrives punctually to make a meaningful contribution and keep up-to-date with the Group's activities	• Achieves board member attendance target of 80%. • Ensures contribution to meetings arranged if can't attend.	
1.3	Attends events and participates in activities outside meetings when necessary	• Participates in additional meetings, away events and activities. • Participates in recruitment or complaint panels where required.	
1.4	Demonstrates commitment to Group ethos	• Demonstrates knowledge of and commitment to the Group's Strategic Goals and Values	

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2. Contribution

	Attribute	Indicators
2.1	Developing Skills and Knowledge	• Keeps up-to-date with relevant issues through background reading, attending briefings etc. • Participates in relevant learning activities and projects, and applies learning to board work. • Participates in board appraisal and review activities. Includes away days, board review events. Attends meetings and completes paperwork relating to own performance and development. • Gives and receives constructive feedback when appropriate. • Considers own learning and development needs and identifies opportunities to improve knowledge. • Develops knowledge of the wider external environment.
2.2	Effective Meeting Behaviours	• Listens to, and acknowledges, the contributions of others. • Does not dominate discussion or talk over others, acknowledges the views and respects the feelings of others. • Contributes to discussion constructively and appropriately. • Contributions are relevant, reasoned and timely. • Asks questions to clarify points when necessary. • Challenges others effectively. Challenges are relevant, and constructive. • Assertively expresses views that contradict those of others, and can resist pressure from others. • Challenges and questions staff colleagues without sounding confrontational.
2.3	Problem Solving and Decision Making	• Contributes ideas and new perspectives to discussions • Evaluates written and numerical data and information. • Analyses data to determine key issues, spots omissions, identifies trends, evaluates options • Contributes constructively to decision-making and supports decisions once made.
2.4	Demonstrating Leadership	• Establishes and maintains constructive relationships with staff. Relationships are professional, open and demonstrate appropriate distance/closeness balance. • Adopts 'partnering' style with senior staff. Supports management authority in dealings with other staff. • Acts as member of the board collective. Personal issues or relationships do not interfere with board work. Does not pursue own agenda with staff outside meetings. • Supports board Chair and demonstrates respect for their leadership role. • Maintains strategic perspective. Avoids over-involvement in day-to-day operational issues or in individual cases. • Keeps focussed on strategic issues.