



Inspiring business

A photograph of two men in business attire sitting at a table in a modern office setting, engaged in a conversation. The man on the left is wearing a grey sweater over a white shirt, and the man on the right is wearing a light blue button-down shirt. They are both looking at each other and gesturing with their hands. In the background, there is a large glass wall with the 'ID' logo and the text 'Cafe 123' visible. A person is working at a desk in the background.

Chartered Director The Portfolio of Experience



Objectives

To understand:

- The purpose of the portfolio and its five component sections (Section C);
- The process, purpose and objectives of the interview;
- What happens at the interview;
- The process following your interview.



Chartered Director – The Process

Having applied for Chartered Director - following success in the Certificate and Diploma examinations - we will carefully check your eligibility via the application form and supporting documentation (company accounts / organisational charts etc).

Eligibility criteria require that:

- You are a full IoD member;
- You can demonstrate substantial experience in a director or equivalent role for a period of at least three years and that you are a member of an autonomous and formally constituted board(s) during the period submitted;
- You can demonstrate, for each directorship, sufficient infrastructure is in place to implement strategy;
- You participate in regular board meetings – at least four per year, with two or more other directors;
- Your organisation generates a minimum turnover of £250,000 per year.

If you meet these eligibility requirements, you will be issued with a portfolio of experience for completion.



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The Purpose of the Portfolio

- Informs interviewers and provides a context for discussion;
- Provides structure to the interview;
- Ensures a common process and consistency of assessment;
- Requires a signed declaration as to the veracity of contents and of your position as a director.

Note: The interview will only cover the experience based on the roles presented in the portfolio – so it is important that you carefully select the relevant periods of experience / directorships.



INSTITUTE OF DIRECTORS

CHARTERED DIRECTOR – PORTFOLIO OF EXPERIENCE

Cover Page

On the portfolio cover page, please complete the required fields.

Please note that the results of your Chartered Director interview will be posted to the address provided on this document. Should you be successful in becoming a Chartered Director your certificate will also be dispatched to the address provided here.

Title:	
Surname:	
Other names:	
Address to which your results should be sent:	
Date of birth:	
IoD membership number:	
Grade of IoD membership:	
Contact number:	
E mail address:	
Degree or professional qualifications held:	

Section B: Your Directorships and Organisations

You may reference up to three separate directorships. Please denote, under the name of an organisation, if you are putting forward a directorship within a subsidiary, division or other structure and complete all related information in accordance with that structure. Any role noted in this section must be referenced in at least one of the parts of Section C and at least one role must have been held in the last five years and other role(s) within a maximum of ten years.

		Directorship 1	Directorship 2	Directorship 3
1.	Name of organisation Title of board			
2.	Country of Registration			
3.	Job Title*			
4.	Period of directorship Start (mm/yyyy)			
	End (mm/yyyy)			
5.	Organisation website			
6.	Turnover (£)			
7.	Number of employees			
8.	Number of directors (Executive / Non-Executive)			

Section B – Summary of Directorships

This is a simple summary of the position or positions that will form the basis of the interview. The interviewers will only discuss these periods of experience and will review:

- Period of directorship(s) (minimum three years experience)
- Frequency and size of board meetings
- Scale of organisation and numbers of employees
- Proportion of shareholding (if applicable)
- If the role is based within a divisional / subsidiary board.



Section C – Experience as a Director

Section C is divided into five parts

Vision, Purpose, Values & Ethics;

Strategic Thinking and Stakeholder Management;

Delegation to Management;

Discharging Duties as a Director and as a Competent Member of a Collective and Responsible Body.;

Exercising Effective and Accountable Leadership.

The examples you provide in Section C must be drawn from the directorships identified in Section B. You should clearly identify to which directorship in Section B you are referring to, by naming the organisation selected as a sub-heading in each part. You should use between 200-300 words for each of the five section parts. Please do not exceed the word limit.

Within Section C, you must provide written examples of **your own** contribution to, and participation in, the Board's work and be prepared to discuss this experience at interview.

Part 1 – Vision, Purpose, Values & Ethics

(Developing and / or reviewing and championing)

<p>Organisation / Role:</p> <p>(In the instance where more than one directorship is being put forward, each of the five parts of Section C can only refer to a single position)</p>
<p>1. What was your role in developing or reviewing and embedding the organisations vision and purpose?</p>
<p>2. What was your role in establishing or reviewing and embedding the values of the organisation?</p>
<p>3. How have you personally championed the values of the organisation?</p>
<p>4. How have you ensured that you personally and the Board demonstrate behaviours which conform to high ethical standards?</p>
<p>5. In the context of your Board role, please could you provide an example of when you uncovered and/or resolved an ethical issue?</p>

Section C – Part 1

Good boards review the vision, values and culture even if imposed by a Parent Company.

Values should drive how the organisation operates e.g. from recruitment to supply chain management.

While executives will lead on promotion, NEDs should also be able to illustrate their championing role.

<p>Organisation / Role:</p> <p>(In the instance where more than one directorship is being put forward, each of the five parts of Section C can only refer to a single position)</p>
<p>1. What was your role in the Board's review of the organisations internal and external environment and competitive advantage?</p>
<p>2. In developing or reviewing strategy, how have you accommodated the interests of your various stakeholders?</p>
<p>3. What role have you played in supporting the board to ensure that the key enabling factors are in place?</p>
<p>4. What has your role been in the identification and assessment of strategic options?</p>
<p>5. How have you contributed to the Board's strategic decision making process, particularly in relation to the financial consequences and broader risks of those decisions?</p>

Section C – Part 2

A review will illustrate what skills the organisation has to take up market place opportunities.

Directors should be able to decide what is best for the business.

How is a strategic decision made?

What does the Board put in place to ensure the strategy is delivered?

<p>Organisation / Role:</p> <p>(In the instance where more than one directorship is being put forward, each of the five parts of Section C can only refer to a single position)</p>
<p>1. What role have you played in developing and / or reviewing business operating plans?</p>
<p>2. What role have you played in ensuring thorough and impartial review of operational performance?</p>
<p>3. What has your contribution been to the assessment and oversight of risks facing the organisation?</p>
<p>4. In your board role how have you captured and used organisational learning to improve performance?</p>
<p>5. What role have you played in the Board's communication of progress and performance?</p>

Section C – Part 3

Strategic objectives should be turned into an operational plan which can be delivered and measured.

Directors should ensure management produces quality financial/management information which is independently verified.

All policies should lead to enhancing outputs.

Employees need to know the results to continue to deliver them well.

Part 4 – Discharging your duties as a director and as a competent member of a collective and responsible body

<p>Organisation / Role:</p> <p>(In the instance where more than one directorship is being put forward, each of the five parts of Section C can only refer to a single position)</p>
<p>1. What has your role been in ensuring the Board is compliant with legal and regulatory requirements?</p>
<p>2. How have you contributed to ensuring that the Board has considered business continuity?</p>
<p>3. What role have you played in the Board's assessment of its own effectiveness?</p>
<p>4. How have you maintained and demonstrated your independence on the Board?</p>
<p>5. How have you maintained high standards of skill, care and diligence in your professional activities?</p>

Section C – Part 4

Directors understand their statutory duties and meet deadlines.

A responsible approach ranges from paying suppliers swiftly to CSR policies and actions.

Coping with staff absence due to a flu pandemic can be as business critical as an electricity outage.

Personal and whole board appraisals are best practise.

<p>Organisation / Role:</p> <p>(In the instance where more than one directorship is being put forward, each of the five parts of Section C can only refer to a single position)</p>
<p>1. In your Board role, how have you communicated with stakeholders, objectively measured their feedback and responded to it?</p>
<p>2. Please provide an example of how you have anticipated, responded and dealt with conflicts of interest between different stakeholder groups?</p>
<p>3. Please provide an example of how your strategic thinking and decision making skills have successfully driven strategic change in the organisation</p>
<p>4. Please give an example of how you have adapted your leadership style to a particular circumstance</p>
<p>5. Can you provide an example of when you have used your skills to achieve and support consensus on a contested issue?</p>

Section C – Part 5

Does the Board know its stakeholders?

Do members share the responsibility for liaising with stakeholders?

Does the Board listen to stakeholders? Are stakeholders given corporate news?

How has the candidate personally solved a conflict between stakeholders?



Section D: Verifiers

Please provide the details of the Chairman of your board(s). If you are applying as Chairman, we seek a verifier who is a professional and independent person and who, from personal knowledge, is willing and able to confirm your role.

Alternatives as verifier would be a senior board member, company secretary or a professional adviser (auditor or solicitor) to your organisation. If your board is a subsidiary board, your verifier will be asked to confirm the range of activities and powers associated with that board.

Please note; the verifier should not currently be in the process of applying for the Chartered Director qualification. The verifier should not be related to you. You must provide a verifier for all roles put forward.

Directorship 1
Name
Verifier's Role and organisation (current)
E mail address
Relationship to applicant
Telephone
Directorship 2
Name
Verifier's Role and organisation (current)
E mail address
Relationship to applicant
Telephone
Directorship 3
Name
Verifier's Role and organisation (current)
E mail address
Relationship to applicant
Telephone

Section D - Verifiers

For each directorship in Section B, you must supply details of an individual who is willing and able to confirm your role on the relevant board.

A verifier can be:

The Chairman of the Board;

A Board member who is senior to you;

The Company Secretary;

A professional and independent person who can confirm your role and the parts of the portfolio on which verification is required e.g. an auditor / solicitor to your organisation.

Please note the Chartered Director team will contact your verifiers.



Section E – Details of Organisations

This section enables the interviewers to gain a better understanding of your organisation and board operations and provides context for the interview. Please note, the information must be provided for each of the directorships listed in Section B.

It provides an area where candidates can clarify their accountabilities and responsibilities. This is especially useful where the candidate sits on the board of:

- A subsidiary of a large company;
- A charity trust or Local Authority;
- MoD or government / a public body.

Candidates must make clear that their board has/had decision making authority i.e. full authority and responsibility to work as a board

Section F: Candidate Profile / CV

The purpose of this standardised CV format is to provide the interviewers a summary of how you reached your present position. It should also show a basic outline of what the organisations listed in Section B do and your position within them. **You must include your current role, even if this is not included in Section A.**

This profile should be no longer than two pages.

(Please delete all guidance copy before you submit your portfolio)

Name:

IoD membership number:

Summary statement about yourself:

Role(s) for review (those listed in Sections B):

Name of organisation: **Dates:**

Job title: **Reporting to:**

- Brief description of the company's/organisation's activities e.g. listed/private/subsidiary what it does
- Brief description of responsibilities e.g. function head/divisional head/tasks etc.
- Number of direct/indirect reports
- Key achievements in post

Other Current / Former Roles:

Use same format as above

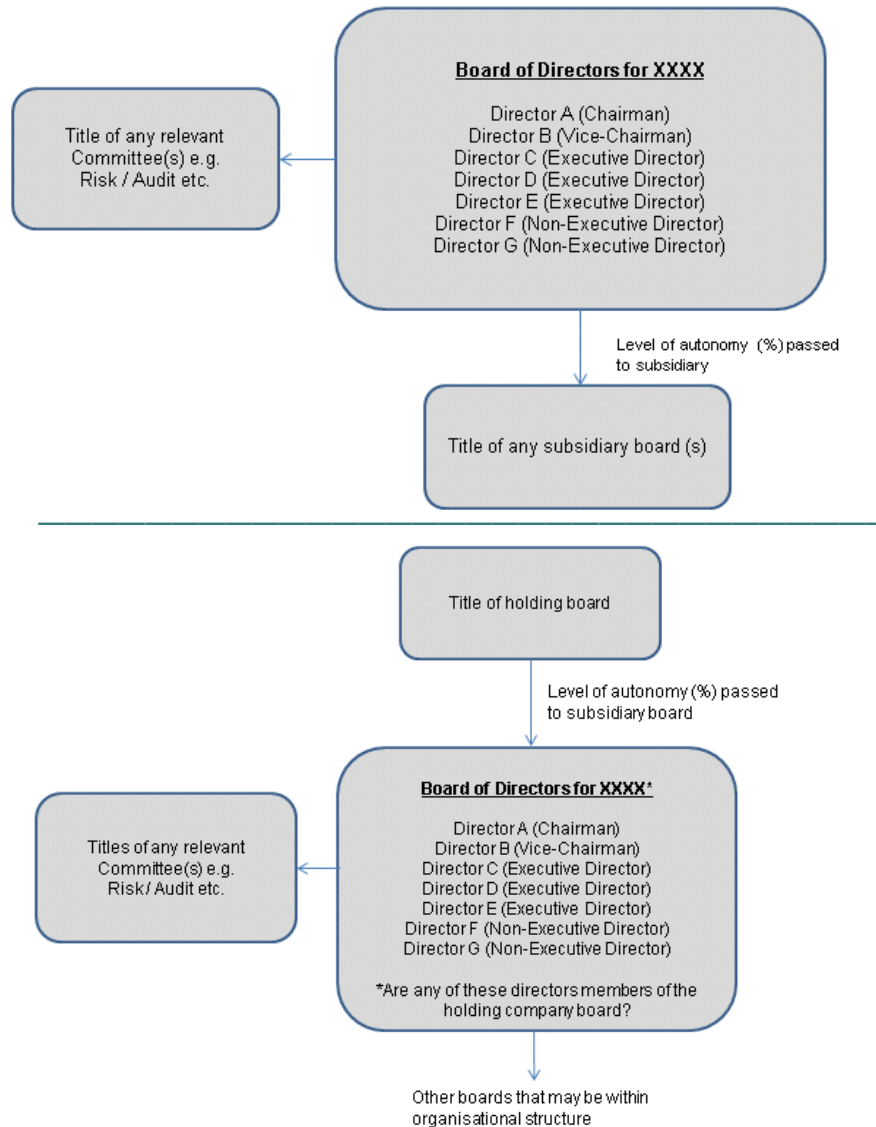
Education:

Professional qualifications:

Section F – Candidate Profile / CV

Please ensure the directorships in Section B are featured under 'Role(s) for review in the Portfolio of Experience'.

This section should provide an outline of your previous as well as current roles (including any additional directorships) and your list your qualifications.



Section G – Organisational Charts

Clear organisational charts are vital in providing an insight into the structure of an organisation. They build upon the information provided in Sections B, C, and E.

Candidates are required to include an hierarchical structure if the board is a subsidiary.

In the event there is no official chart available, candidates are able to provide their own version if it is counter-signed by the verifier of that directorship.

Here are some examples of customised charts for both a holding board and a subsidiary.

Section H: Your eligibility for Chartered Director

Please complete this section of the document as part of your portfolio. You must have passed the diploma examination within the last ten years. This information will be reviewed by the interviewers with your application form questionnaire.

1. In your role as a director, you are (please x):

- ☐ A focal point for the determination of the values and culture of your organisation, or for driving the review of, and ensuring the relevance of, these.
- ☐ Responsible for the delegation and monitoring of performance and the delivery of the organisation's strategy through senior management and other stakeholders.
- ☐ Responsible and demonstrating accountability on your own behalf, and on behalf of your organisation to a range of stakeholders.

2. In terms of your participation in the board's/governing body's activities (your interviewers may request specific examples in relation to these points) (please x):

- ☐ Does your board/governing body take responsibility for creating strategic opportunities for the organisation, while ensuring that it has fully assessed the risks of projects and ventures?
- ☐ Are you, as a member of the board/governing body, knowledgeable about the organisation so that you can be answerable to stakeholders, while retaining an objective and long-term view?
- ☐ Are you, as a member of the board/governing body, sensitive to short term issues affecting the organisation? Can you demonstrate how such issues are mitigated or dealt with in relation to the longer term and the board's decision-making processes?
- ☐ Do you, or does your board/governing body, ensure that there is a regular review of external influences and issues that could affect your organisation, does it take action in relation to the information that is gathered? Is your role in this activity influential?
- ☐ Does the board/governing body exercise its responsibility to staff, business partners, stakeholders and society as a whole, while focusing on the organisation's needs?
- ☐ Can you demonstrate that your role has an impact on the Board or governing body's work and that through your role, you are able to lead change and/or influence outcomes relating to the organisation's direction?

Section H – Eligibility Checklist

At the Chartered Director interview, the interviewers may probe areas listed in Section H and ask the candidate to provide specific examples on those points.

Delegated Powers Checklist – for application to candidates offering subsidiary or divisional boards

Please complete the relevant sections of this table, which should correspond to your descriptions relating to your subsidiary (or equivalent) boards.

Power Delegated to Your Board?	Delegated to Your Subsidiary or Divisional Board Yes/No	Delegated to Your Subsidiary or Divisional Board Yes/No	Delegated to Your Subsidiary or Divisional Board Yes/No
	Directorship 1	Directorship 2	Directorship 3
• Full risk review			
• Performance and financial review			
• Strategic review			
• Stakeholder review			
• Cash flow/treasury report			
• Agree capital investment and major contracts			
• Approve annual accounts for entity			
• Control budgets and capital expenditure			
• Annual review of senior staff			
• Approval of major projects – % of subsidiary turnover			
• Setting of KPIs for achieving strategy / results?			
Additional Questions			
Which board drives the strategic process and where are financial results / information are reported back to?			
Which board has responsibility for monitoring risk and the assessment of risk for strategic options and operational activities?			
Which board has legal authority and accountability to stakeholders and regulators (please state which board or explain the circumstances)?			

Delegated Powers Checklist

If you are putting forward a position from a divisional / subsidiary board, you are required to complete this section to determine which powers are delegated to that particular board.

This is part of the process in determining the autonomy of a divisional / subsidiary board, an aspect covered in other areas of the portfolio.

- Section B
- Section E
- Section G – Organisational Charts



Professional Review Interview

The interview enables IoD to evidence how you work within the context of your board, how you use your knowledge and skills to progress the organisation and how you delegate through others

You will need to demonstrate to two peers, who are likely to be Chartered Directors themselves, your depth of experience in up to three directorial roles. The interviewers will be seeking to understand how you fulfil the role of a director of an autonomous board

There are no right or wrong answers. A wrong strategy or a setback can still be good experience – the key is how you have exercised your responsibility as a director

The interview is a structured and confidential process based on your portfolio

You will need to add detail to your portfolio during the interview by providing examples of your involvement in particular activities or how you have led the board in a particular context

Interview duration ranges between 75 and 90 minutes

It is important that you are aware that the interviewers are looking for your experience and contribution – it is about ‘I’ not ‘We’



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The Next Stage

Once the results have been verified the result letters are typically issued within 10 working days. If you are successful, you will receive the code of conduct which you are required to sign before admission to Chartered Director.



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Any Questions / Feedback?

Please contact the Chartered Director team.

Telephone: +44 (0) 20 7766 2602

E-mail: chartered.director@iod.com