

## IRVINE HOUSING ASSOCIATION COLLECTIVE BOARD SKILLS

**These are the full range of skills that we aim to achieve across our Board. Please use your personal statement to highlight any of these skills that you feel are your particular strengths.**

### **Competency**

#### **A) Applying specialist knowledge**

Applies specialist knowledge appropriately in a range of contexts:

- (a) Legal knowledge
- (b) Financial knowledge
- (c) Knowledge of social housing
- (d) Knowledge of the organisation - its history and culture
- (e) Knowledge of a particular community
- (f) Knowledge of the political world
- (g) Knowledge of a particular discipline (e.g. development, information technology)
- (h) Knowledge of legislation or regulatory requirements
- (i) Knowledge of local authority policy

#### **B) Self management**

- (a) Prepares for meetings by reading the papers provided
- (b) Clarifies points prior to the meeting
- (c) Attends meetings and is punctual
- (d) Governs - does not manage (avoids acting operationally)
- (e) Uses power appropriately
- (f) Demonstrates enthusiasm and commitment to the work of the Board
- (g) Respects confidences and treats confidential information appropriately

#### **C) Personal development**

- (a) Is open to learning
- (b) Completes learning actions or projects
- (c) Demonstrates learning
- (d) Retains learning
- (e) Is in touch and up-to-date with relevant issues

**D) Leading and motivating**

- (a) Demonstrates commitment to the values of social housing
- (b) Demonstrates commitment to the purpose of the organisation
- (c) Sets and maintains standards
- (d) Expresses a view about appropriate behaviours
- (e) Develops and maintains relationships with people (e.g. executive team members)
- (f) Delegates responsibility appropriately

**E) Directing strategy**

- (a) Sees the long-term implications
- (b) Takes a broad overview
- (c) Offers creative ideas or perspectives
- (d) Spots opportunities or possibilities
- (e) Contributes to activities that involve planning, controlling and monitoring
- (f) Contributes to setting and prioritising objectives
- (g) Shows willingness to take calculated risks
- (h) Recommends business directions for the organisation

**F) Representing**

- (a) Attends events in addition to Board meetings
- (b) Acts responsibly and appropriately
- (c) Makes contact with people in the organisation, through appropriate channels
- (d) Makes contact with people outside the organisation, through appropriate channels
- (e) Demonstrates loyalty to the organisation
- (f) Creates or maintains a good image of the organisation

**G) Analysing and scrutinising**

- (a) Analyses data to determine key issues
- (b) Spots omissions (e.g. from the presented information)
- (c) Examines various facets of a problem or issue
- (d) Explores the implications of a proposal or action
- (e) Takes an original perspective
- (f) Offers appropriate and relevant comparisons or parallels
- (g) Keeps to the appropriate level of detail
- (h) Considers social and commercial aspects
- (i) Weighs up the pros and cons

**H) Teamworking**

- (a) Supports the Board's aims and objectives
- (b) Respects the roles of others - inside and outside the Board
- (c) Respects the feelings of others
- (d) Challenges freely and constructively
- (e) Compromises when appropriate
- (f) Does not let personal relationships interfere with fulfilling the Board's purpose
- (g) Sticks to the Board's decision

**I) Association decision-making**

- (a) Influences others through persuasive discussion
- (b) Sticks to the point - does not waste discussion time
- (c) Allows others to contribute - does not dominate the discussion
- (d) Listens - sees the views of others
- (e) Puts time and effort into reaching a decision
- (f) Contributes at an appropriate time
- (g) Can confront and challenge without appearing aggressive
- (h) Gives a reasoned, thought-through contribution
- (i) Endures long or detailed or complex debate
- (j) Reaches conclusions based on a rational interpretation of the available information
- (k) Does not jump at a decision under pressure
- (l) Can express opinions that contradict those of others (e.g. the Chair)