

FAQs for partner boards

Why should I join the NED Development Programme?

Good NEDs will add significant value to a company and the wider economy. There are distinct advantages to having locally-resident NEDs, especially for fiscal purposes, ease of attendance, and to benefit from jurisdiction-specific knowledge.

There is a dwindling pool of NEDs in Guernsey with a significant amount of experience. Through the NED Development Programme partner boards can help diversify and develop the next generation of local NEDs – either for their board or other boards in which they are involved.

NEDs in development have modern day skill sets often not found on long-established boards. Many partner boards find it is like a breath of fresh air having a developing NED on placement with them – they have really benefitted from fresh thinking that a developing NED can bring to the table.

Participating in the programme demonstrates good corporate social responsibility (CSR). Partner boards are welcome to put out press releases about participating in the programme and include it in the corporate governance section of their annual report and accounts.

Will the participant be senior enough to be placed on our board?

Participants accepted into the programme are allocated into a 'pool' based on the level of their knowledge, skills and qualifications. See more information below about the 'pools'. Participants in the main pool and the industry pool will have the necessary insights into corporate governance and the operation of a board – all they lack is specific board experience. Participants in the charities pool may not have such a high level of insight into corporate governance but they will have specialist skillsets – e.g. marketing, HR, IT.

What are the different 'pools'?

Participants accepted into the programme are allocated into a 'pool' based on their knowledge, skills and qualifications.

- **The main pool:** people with existing corporate governance knowledge and/or a relevant qualification. These people are suitable for all types of boards, including listed boards.
- **The industry pool:** people with existing corporate governance knowledge and/or a relevant qualification. These people do not wish to be, or cannot be, placed in a finance sector-related board.
- **The charities pool:** people with limited corporate governance knowledge but with a specific skillset that could be useful to a charity – e.g. marketing, HR, IT.

Once participants have completed a placement with a charities board they are able to reapply to the selection committee to be considered for a placement with a more technical board.

How do I apply for this programme?

Contact Tina Torode, NED Development Programme Co-ordinator, by email tina.torode@gta.gg or phone 721555. Tina will send you a questionnaire to complete and return.

What happens once I have submitted my questionnaire?

The NED Development Programme selection committee (see below) will review your application. They meet roughly once every six weeks. If you are not known to the selection committee you may be invited to a meeting beforehand. Once your application has been reviewed you will either be:

- a) invited to be a partner board; or
- b) given feedback on why your board is not suitable for the programme.

Who is in the selection committee and what is their remit?

The NED Development Programme selection committee includes members from finance, charities, government, IoD and the NED Forum. They meet roughly once every six weeks to review the suitability of partner boards and programme participants, and identify participants to fill available board placements.

What is the length of the board placement? Can I extend it?

The placement is typically 12-months. It may be extended with consent from the selection committee. This has happened to a couple of participants in the past – one whose placement should have come to an end but they were mid-way through a project, and one whose placement was extended due to maternity leave.

Do we have to pay the participant?

No. The board placement is unpaid and they are not appointed as a Director of the Company. They are responsible for covering their expenses when travelling for board meetings, unless you choose otherwise.

How will participants be put forward to us for consideration?

Typically the selection committee puts forward three participants to each host board in the programme. Additional names may be put forward at your request.

Before any participants are put forward to you, Tina Torode, NED Development Programme Co-ordinator, will contact them to confirm their willingness to have their name put forward and ensure there are no potential conflicts of interest. If a participant is willing to be put forward, and there are no conflicts of interest, their CV and questionnaire will be submitted to you for your consideration. You can then select which of them you would like to interview.

How will the interviews work?

You can select the participants you would like to interview. Typically interviews are coordinated by the NED Development Programme Co-ordinator. After the interviews you select your participant to be placed with you. We encourage you to provide feedback on all interviewed participants to the selection committee – either directly or through Tina Torode, NED Development Programme Co-ordinator.

What do I do once I have selected a participant?

You will be asked to complete a NED Development Programme Host Board Agreement and return it to the NED Development Programme Co-ordinator, Tina Torode. The Agreement will be countersigned by the GTA and a copy returned to you for your records.

You will need to put an appointment letter in place with the participant to cover confidentiality in the same way as you would for a NED.

We encourage you to identify a member of the Board to act as a mentor to them. The mentor will be responsible for supporting them and including them in the activities of your board.

A member of the NED Development Programme selection committee will be provided to act as a point of contact between you and the participant and to monitor the progress of the placement.

What is the participant's role on our board?

Their role on board placement is to observe and learn from you and the work you do. They will commit the time necessary to fulfil the duties of an appointed board member effectively. They will receive and read board packs, attend board and committee meetings, and share their views with your board, when invited. They will attend General Meetings and participate in board activities that take place outside of meetings.

The participant will not be allowed to vote or take decisions as part of their placement. They are required to maintain strict confidentiality.

Will this affect our Directors & Officers (D&O) insurance?

Appointment of the participant should not affect your D&O insurance but you may wish to seek confirmation from your insurance provider to that effect.

What level of support will I receive from the selection committee?

The NED Development Programme selection committee will provide ongoing support to you and your programme participant. A member of the committee will contact you and your participant periodically to receive feedback on how the placement is progressing.

What is the role of the mentor during the intern's board placement?

The mentor's primary role is to provide guidance and support to the mentee based on his or her unique developmental needs. At different points in the relationship, you will take on some of the following roles:

- **Coach/advisor**
 - Provide advice and guidance, share ideas and provide feedback.
 - Share information on "unwritten rules for success" within the board/environment.
- **Source of encouragement/support**
 - Act as a sounding board for ideas/concerns around being a NED and provide insights into possible opportunities around a NED career.
 - Provide support on personal issues if appropriate.
- **Resource person**
 - Identify resources to help the mentee to enhance personal development and career growth.
 - Assist the mentee to expand their network of contacts.
- **Champion**
 - Serve as an advocate for the mentee whenever an opportunity presents itself.
 - Seek opportunities for increased visibility for the mentee.
- **Devil's advocate**
 - Help the mentee to think through important decisions and strategies by playing devil's advocate as and when appropriate.

What do I do once they have finished their placement with us?

You may like to consider providing them with a reference at the end of their placement.

Who do I contact if I have further questions?

Please contact Tina Torode, NED Development Programme Co-ordinator, by email tina.torode@gta.gg or phone 721555. Alternatively you can contact Simon Le Tocq, GTA Chief Executive, by phone 732865 or email simon.letocq@gta.gg.