

Candidate submission guidance

Diploma for Further Education Governance Professionals Assessment Process

The assessment process is the same as is applied for the Institute of Directors Chartered Director qualification.

Stage 1 Confirmation to enter the Assessment Process

The candidate must submit a proforma providing details of their current employment status and experience as a Further Education Governance Professional together with a statement of qualifications held or relevant exemptions granted.

The information will be reviewed by the IOD and, if it is confirmed the candidate is eligible to take part in the Professional Assessment process, this will be advised to them and guidance documentation on completing the Stage 2 submission will be issued.

Stage 2 Pre Discussion Submission

The candidate must submit

- A Statement of Practical Experience and Professional Competence, supporting documents (if applicable) and a corroboration countersignature/review by Board Chair and Accounting Officer. The statement covers prescribed six sections
- A Continuing Professional Development Record and Personal Development Plan (CPDRDP)

The submission will be reviewed by the assessors prior to the Professional Discussion. They will select sections for further exploration during the Professional Discussion. The selection will not be communicated to the candidate in advance of the discussion.

Stage 3

The Professional Discussion will last for up to two hours and at least four areas of sections in the Statement of Practical Experience and Professional Competence together with the CPDRDP will be reviewed.

Stage 4

Following the Professional Discussion, the assessors will take a holistic view of the overall competence of the candidate against the standards based on the submission and the discussion and will either confirm achievement of the qualification or indicate the candidate is not yet successful and give written feedback on where the standards were not met.

Statement of Practical Experience and Professional Competence and Corroborating Documents

The Statement of Practical Experience and Professional Competence will be used during the Professional Discussion when the candidate's submission will be explored in further detail. There are six sections in the statement, two for each outcome and candidates must provide responses for all sections. Each section should be answered in approximately 1,000-1,500 words. Candidates must demonstrate that they meet **all** the criteria defined for the Diploma in **each outcome** across the pre-meeting submissions and the Professional Discussion.

When making their assessment decision, the assessors will consider whether the candidate has presented sufficient evidence for each section and will be considering not only what was done and how knowledge was applied, but also how the candidate has evidenced the values and behaviours in the FE Governance Professionals Competency Framework. Candidates may wish to submit examples of work to support their Statement. Where possible, this should be weblinks to published documents. Candidates are asked to include no more than six examples in their overall submission.

Candidates should submit a Continuing Professional Development Record for at least 24 months prior to the submission of their application detailing how they have maintained and further developed their competence as a governance professional. They should also include a Continuing Professional Development Plan for the coming 12 months.

The Statement of Practical Experience and Professional Competence must be countersigned by the Principal/CEO of the College and the Board Chair. In countersigning the document, they are confirming that the contents are a true representation of the work of the Governance Professional in terms of what they do and how they approach their work. The Institute of Directors Assessors may contact one or both counter-signatories prior to the Professional Discussion for further information and clarification.

Further information on the areas to be covered in the Statement of Practical Experience and Professional Competence, are contained in Appendix A. Information on the Continuing Professional Development Record and the Continuing Professional Development plan is contained in Appendix B.

There is also more detailed information with supporting examples in the Candidate and Assessor Handbook which is being developed.

Appendix A

Outcome 1 Lead the creation, implementation and evaluation of strategic governance practices in a Further Education environment	
Overview	This outcome considers how you apply best practice techniques to achieve excellence in the delivery of governance activities of a college. It looks at both internal and external perspectives with the focus being on long term, best practice and on outputs that demonstrate strategic leadership and reflect excellence.
Areas of experience	A. Delivering governance excellence today B. Looking to the future
A. Delivering governance excellence today	<p>Your submission must demonstrate how you have given strategic leadership, engaged and communicated with others whilst applying your extensive knowledge of the constitutional and legal framework that applies to FE colleges to create and deliver longer term supporting strategies for governance that have a positive impact on your college.</p> <p>In your response, you should reference with examples:</p> <ol style="list-style-type: none"> 1. How you have applied your knowledge in the development and delivery of the current governance strategy and supporting plans for your college. 2. How you have engaged extensively with others whilst leading the strategic governance initiatives 3. How you have applied best practice in internal and external communication and the dissemination of governance information <p>You may wish to discuss:</p> <ul style="list-style-type: none"> ○ the leadership role you took to develop the governance strategies and plans ○ the key elements of the current governance strategy ○ how the strategies translated into supporting delivery plans ○ how you determined your engagement strategies and the techniques you used to implement them ○ how you believe the strategies have or will deliver a positive impact ○ the methods currently used in internal and external communication and why you consider they are best practice

<p>B. Looking to the future</p>	<p>Your submission must demonstrate how you have strategically driven a culture of continuous improvement in governance activities taking account of known and emerging trends. You must also reference the approaches you took to enable change.</p> <p>In your response, you should reference with examples:</p> <ol style="list-style-type: none"> 1. The role you have taken in the completion of in depth reviews on the impact of governance activities and on how your board operates 2. Emerging issues you have researched that impact on the governance of your college 3. How you have researched excellence in governance practice outside further education and evaluated how this could be applied in your college 4. How you have used outputs of reviews and your reflections and learning from elsewhere to enable a culture of continuous improvement in governance activities <p>You may wish to discuss</p> <ul style="list-style-type: none"> ○ the most recent review that was undertaken on the impact and effectiveness of your board’s performance and how you influenced and contributed to the review process. ○ an emerging issue you have identified and your assessment of its potential impact on governance activities/strategies ○ Your research in identifying best practice in governance beyond further education and the opportunities identified ○ how you factored continuous improvement into the strategy and plans of your college. ○ how you addressed any challenges when changes to support continuous improvement were implemented
<p>Example areas that may be explored in the Professional Discussion for this Outcome</p>	<ul style="list-style-type: none"> ● Knowledge of recently changes to constitutional or legal frameworks ● Robustness of processes and effectiveness of current approaches ● Being a strategic leader ● Breadth of vision on trends, opportunities and challenges ● Awareness of opportunities and challenges offered by the use of technology ● Focus on a culture of continuous improvement ● Evidence of perception and critical reflection ● Engagement and collaboration with colleagues ● Leading change ● The handling of challenges met during the process

	<ul style="list-style-type: none"> • Appropriateness of benchmarking and openness to adopting findings
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Criteria 2 Enable the delivery of excellence in Further Education governance through giving sound advice in complex situations	
Overview	This outcome considers how you guide and support others to make the best decisions to achieve excellence in governance activities. It looks at both internal and external activities that contribute to current and future development of people, policies and practices.
Areas of experience	<p>A. Facilitating Solutions</p> <p>B. Sharing expertise</p>
A. Facilitating Solutions	<p>Your submission must demonstrated how, by being a trusted and highly respected governance professional, you have facilitated solutions to complex problems.</p> <p>In your response you should reference with examples:</p> <ol style="list-style-type: none"> 1. How you have given well researched advice on the interpretation and application of governance policy 2. Governance challenges you have faced and how you created value added plans/solutions to address these 3. Complexities you have had to work through in situations to allow decision making to happen 4. Proposing informed advice where there is incomplete or inconsistent information <p>You may wish to discuss</p> <ul style="list-style-type: none"> ○ situation(s) where you have provided advice and your approach to researching the background and/or determining the correct guidance to give ○ why you believe a plan or solution created value ○ your approach to cutting through the complexities of a situation ○ situation(s) where you have had to work with incomplete and inconsistent information and the approach you took to determine the advice you proposed ○ your resilience in the face of challenge in complex situations

<p>B. Sharing Expertise</p>	<p>Your submission must demonstrate how you have shared expertise in matters of governance beyond the college for the benefit of others.</p> <p>In your response, you should reference with examples:</p> <ol style="list-style-type: none"> 1. How you have positively influenced strategic decision makers both internally and externally 2. Example(s) of coaching, mentoring and guiding others in positions of leadership or authority or those aspiring to such roles to enhance their understanding of governance matters <p>You may wish to discuss</p> <ul style="list-style-type: none"> ○ how you have used your influence within your college to positively enhance decision making ○ the contributions you have made to national discussions on emerging policy, law and codes relating to good FE governance and your assessment of the effectiveness of your contributions ○ how you have helped others make a positive impact as Board members ○ how you have supported the building of capacity in other FE governance professionals
<p>Example areas that may be explored in the Professional Discussion for this Outcome</p>	<ul style="list-style-type: none"> ● Implications of being a trusted sounding board and guardian of integrity ● Evidencing the application of sound ethics ● Approaches to influencing others in positions of authority ● Managing boundaries and conflicts of influence ● Significance of engagement in discussions ● Objective assessment of contribution evidencing well- developed self-awareness ● Extent to which support is capacity building ● Approaches to coaching/mentoring ● Options for Board Development

<p>Outcome 3: Facilitate the creation and maintenance of a climate of trust and mutual respect that underpins the delivery of excellence in Further Education governance</p>	
<p>Overview</p>	<p>This outcome considers how you have facilitated and maintained an environment where there are constructive relationships in which diverse thinking is valued and both challenge and consensus are welcomed</p>
<p>Areas of experience</p>	<ol style="list-style-type: none"> 1. Creating and maintaining constructive relationships 2. Promoting diversity and inclusion
<p>A. Creating and maintaining constructive relationships</p>	<p>Your submission must demonstrate how you have facilitated the creation and maintenance of an environment where, through constructive relationships, there can be both challenge and consensus.</p> <p>In your response you should reference with examples:</p> <ol style="list-style-type: none"> 1. How you earned the trust and respect of others in positions of influence and authority 2. Example(s) of how, whilst being a trusted advisor, you have spoken up to challenge whilst retaining the respect of others 3. The approach you have taken to make the distinction between challenge and disruptive behaviour and how you have managed situations where behaviours were out of line with what is expected 4. How you have reinforced the value and impact of positive behaviours in the board room 5. Example(s) of nurturing constructive relationships in the delivery of governance activities <p>You may wish to discuss</p> <ul style="list-style-type: none"> ○ how you approached gaining the trust and respect of others over a period of time and how you have addressed any challenges doing so ○ situations where you had to challenge others on matters of governance and how you ensured you did this so as to retain their respect ○ how you help others achieve the right amount and level of challenge and avoid acquiescence or alternatively inappropriate disruption ○ how you have supported the reinforcement of positive group dynamics and board room behaviours ○ how you have developed and nurtured relationships with others both internally and externally over time to support the delivery of governance
<p>B. Promoting equality,</p>	<p>Your submission must demonstrate how you have promoted diverse thinking and supported the creation of a psychologically safe space where everyone feels able to share their views, regardless of background or perspective</p>

<p>diversity and inclusion</p>	<p>In your response you should reference with examples:</p> <ol style="list-style-type: none"> 1. How you are highly reflective, continuously reflecting on both your behaviours and those of others taking account of both what was said and unsaid 2. Your contributions to strategic discussions on building an inclusive culture in your college and its Board and the support you have given to senior colleagues to promote and progress equity, diversity and inclusion in all they do <p>You may wish to discuss</p> <ul style="list-style-type: none"> ○ the approach you take to reflecting about behaviours ○ examples of reflections and the actions you have taken as a result of the conclusions you drew ○ situations where you recognised and responded to the unsaid and the impact that had on a governance activity ○ how you promote equity, diversity and inclusion in governance activities ○ any challenges you have experience in promoting equity, diversity and inclusion and how you addressed these ○ examples of actions you have taken in support of others promotion of equity, diversity and inclusion
<p>Example areas that may be explored in the Professional Discussion for this Outcome</p>	<ul style="list-style-type: none"> ● Building relationships ● Tapping into the collective talent of the board ● Intuition, tuning into what was really said ● Group dynamics ● Techniques for assessing and developing self awareness ● The benefits of a diverse board ● Promotion of diverse thinking ● Building an inclusive culture ● Addressing challenges in achieving equity, diversity and inclusion in governance activities

Appendix C

Part 3: Demonstrating Continuing Professional Development	
Overview	This section considers your approach to your own development as a governance professional.
1. Personal Development Record	<p>Submit a record of the personal development activities you have undertaken as a governance professional in the last two years. In your record you should detail for each event</p> <ul style="list-style-type: none"> ○ The date and detail of the activities completed ○ What you learned from the activities ○ What learning you plan to implement in your work
2. Personal Development Plan	<p>Submit a personal development plan for a minimum of the next 12 months. In your plan you should detail</p> <ul style="list-style-type: none"> ○ The development objectives you have set yourself and your reasons for their selection ○ The activities you will take to meet these objectives and the date you aim to complete by ○ What your success measures will be when evaluating if the development activities met your needs.
Example areas that may be explored in the Professional Discussion for Part 3	<ul style="list-style-type: none"> ● The identification of activities appropriate for a Governance Professional aspiring to be excelling ● Evaluating potential development options and making selection decisions ● The implementation of learning at work ● Approaches to self reflection and the identification of personal development needs ● Selecting appropriate success measures for future development activities ● The challenges and barriers in meeting the development plans and techniques to overcome these