

## **JOB DESCRIPTION FOR THE CHAIRMAN OF THE SOCIETY**

### **\* Key Roles**

The key roles of the Chairman are set out below and amplified in the subsequent sections:-

- \* Efficient conduct of Committee of Management business.
- \* Support for the Chief Executive.
- \* Action and oversight between meetings.
- \* Periodic review of Committee of Management effectiveness.
- \* Representing the Society.
- \* Special tasks (as may be requested by the Committee of Management)

### **Efficient Conduct of Committee of Management Business**

The Chairman has the prime, but not exclusive, responsibility to ensure that the Committee of Management conducts its business effectively. This will generally include:-

- \* Maintaining an appropriate balance of Committee attention to strategy, policy, key decisions, financial management and performance review so that the Committee of Management exercises effective overall control.
- \* Ensuring that the framework of delegation to staff is operating effectively
- \* Agreeing the agenda for each meeting with Chief Executive/Secretary.
- \* Chairing Committee of Management and General Meetings so that agenda items are dealt with effectively within the target duration of the meeting and decisions clearly recorded.
- \* Maintaining a broad overview of the work of committees and subsidiaries (and similar bodies with Committee involvement) so that their contribution is within agreed parameters.
- \* Ensuring that the Committee of Management has a periodic opportunity (at least annually) to debate strategic issues and review its own performance without the pressure of a normal Committee agenda.
- \* Ensuring that the training needs of individual members (and the Committee of Management as a whole) are addressed.

It may also include:-

- \* Prior discussion of sensitive items.
- \* Following up decision points.
- \* Checking draft Minutes.

\* **Support for the Chief Executive**

A relationship of trust together with an appreciation and acceptance of the respective roles is crucial between the Chairman and Chief Executive. The Chairman must encourage the Chief Executive to discuss key issues, problems and difficulties and act as a confidential sounding board as well as provide supportive advice. Whenever possible, the Chairman should encourage the Chief Executive's personal development.

\* **Action and oversight between meetings**

The Chairman of the Society must maintain a degree of oversight of the Society's work between Committee meetings. Committee Chairmen should do likewise in relation to their specific remits. The main thrust of this oversight is to be satisfied that the Society is "on course" and that Committee decisions are being followed through.

In the normal course of the Society's operations, situations will arise that require a decision beyond the level of authority delegated to staff but of an urgency that cannot wait for the next Committee of Management meeting. Normally, such situations can be dealt with by the Committee but there may be exceptional circumstances which necessitate a special meeting of the full Committee of Management. Under these circumstances, the Chief Executive will contact the Chairman (or Deputy Chairman in the Chairman's absence) in order to set in train the Committee of Management's Time Critical Decision Making process. It may be appropriate to call an emergency Committee of Management meeting. More normally, it will be sufficient for the Chairman to consult with at least three other Committee of Management members including the Chairman of any committee likely to have a special interest in the matter. The decision reached under the Time Critical Decision Making process will then be relayed by the Chairman to the Chief Executive and reported back to the next available Committee of Management meeting.

\* **Periodic Review of Committee of Management Effectiveness**

The effectiveness of the Committee of Management's oversight and control of the Society rests on the performance of the Committee of Management itself and of the control structure through which it exercises its authority. With the consent of the Committee of Management and providing opportunities for advice from the Chief Executive and senior staff, the Chairman should ensure that there are periodic opportunities to review the effectiveness of the

following elements and to ensure that the Committee of Management takes any necessary corrective action:-

- \* The committee structure.
- \* The framework of delegation to staff.
- \* The staff/Committee of Management relationship.
- \* Committee of Management induction and training needs.
- \* Compliance with the prudential management requirements of Section 50 of the Friendly Societies Act 1992.

\* **Representing the Society**

The Chairman is expected to represent the Society to a number of audiences. This responsibility can be shared with other Committee of Management members and should complement the external role of the Chief Executive.

\* **Special Tasks**

The Chairman of the Society (usually in conjunction with other designated Committee of Management members) is likely to have a number of specific functions under the Society's policies and procedures determined by the Committee of Management. These will include:-

- \* Being Chairman of the Committee.
- \* Being Chairman of the selection panel for the appointment of the Chief Executive.
- \* Being part of the Remuneration Committee appraising the Chief Executive's performance and reviewing his salary.
- \* Being part of a panel hearing the final stage of a grievance appeal against a disciplinary decision.
- \* Authorising submissions to the Friendly Societies Commission.