The Institution of Engineering and Technology

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T(23)65

14 August 2023

PAPER CLASSIFICATION: OPEN

Board of Trustees

TERMS OF REFERENCE OF BOARDS AND COMMITTEES

(Note by Mr Andrew F Wilson. If you have any questions on this paper before the meeting please contact Mr Andrew F Wilson on +44 (0)20 7344 5415 or by email afwilson@theiet.org)

1. Issue

To approve amendments to the terms of reference of Boards and Committees.

2. Timing

Board of Trustees meeting, 4 September 2023.

3. For Recommendation

3.1. The Board of Trustees is invited to approve the proposed amendments to the terms of reference of the following Boards and Committees:

3.1.1. Membership and Professional Development Board;

3.1.2. Knowledge Services and Solutions Board;

3.1.3. Volunteer Engagement Board;

3.1.4. Communities Resourcing Committee;

3.1.5. Volunteer Support Working Party;

3.1.6. Young Professionals Committee.

4. Membership and Professional Development Board

4.1. At its meeting on 15 June 2023 the Membership and Professional Development Board discussed proposed amendments to its terms of the reference and agreed to recommend the proposals to the Board of Trustees (Appendix A).

4.2. The three Main Boards have broadly similar terms of reference in terms of content and layout. To maintain consistency, the proposed change should be made to the terms of reference of all three Main Boards.

5. Volunteer Engagement Board

At its meeting on 15 June 2023 the Volunteer Engagement Board discussed proposed amendments to the terms of the reference of the Communities Resourcing Committee, Volunteer Support Working Party and Young Professionals Committee and agreed to recommend the proposals to the Board of Trustees (Appendices B to D).

6. Risk

No risks have been identified in connection with this proposal.

7. Resources

No resource requirements have been identified in connection with this proposal.

Appendix A to T(23)65

MEMBERSHIP AND PROFESSIONAL DEVELOPMENT BOARD

Terms of Reference

1. Purpose

The purpose of the Membership and Professional Development Board is:

(a) to be responsible to the Board of Trustees for oversight of the IET's portfolio of membership and professional development products and services, and for its charitable activities in education;

(b) to provide assurance to the Board of Trustees concerning the effective delivery of strategic programmes as delegated by the Board of Trustees; and

(c) to monitor performance of strategic programmes as delegated by the Board of Trustees.

2. Terms of Reference

The Board shall:

Strategic Advice and Support

(a) oversee the execution of the IET Strategy in respect of membership and professional development products, and in the education of 5-19 year olds.
(b) recommend changes to the IET's membership and professional development products portfolio strategic direction, including advising the Board of Trustees regarding the setting of subscription fees and on membership policy.
(c) support the development and enhancement of the membership and professional development strategy.
(d) look beyond the period of the IET Plan, and provide advice that will enable the IET to maintain its position as a world class provider of membership and professional development products and services.

Supporting the Effective and Efficient Delivery of the Corporate Plan

(e) provide input during the creation of the IET Plan, identifying requirements for new initiatives, and the adjustment or cessation of activities relevant to membership of the IET and the professional development of its members.
(f) provide assurance to the Board of Trustees that the final draft of the IET Plan is aligned to its longer range strategic objectives and that the Membership and Professional Development Board has had the appropriate opportunity to input to the planning process.
(g) keep under review the portfolio of membership and professional development products and services to ensure that they are continuing to meet user needs.
(h) develop strategies for recruitment and retention of members, and ensuring efficient and effective implementation.
(i) ensure that the IET meets any regulatory requirements for the award of professional registration qualifications or assurance programmes.
(j) note the recipients of the IET's Awards, Scholarships and Prizes.

(k) provide direction and oversight of the IET's Education 5-19 activities and policy work and receive an annual report on safeguarding.
(l) provide assurance to the Board of Trustees concerning the effective delivery of strategic programmes as delegated by the Board of Trustees.
(m) receive the Minutes of the Committees that report to the Board, note the decisions taken by these Committees and, if necessary, report to the Board of Trustees any decisions that require its attention.

Stewardship, Assurance and Risk Management

(n) recommend to the Board of Trustees the creation and dissolution of governance, and other groups which report through the Membership and Professional Development Board.
(o) monitor performance using KPIs, as defined in the IET Plan, and ensure that progress is being made.
(p) provide advice on longer range issues that might impact the effective and efficient delivery of the IET Plan and identify mitigations.
(q) ensure that effective risk management plans are in place for those risks the management of which has been delegated to the Membership and Professional Development Board, in accordance with the IET's risk management process and, in respect of the IET's membership and professional development activities, identify and respond to other significant and material risks to the IET's 'licence to operate' and its capability to deliver its long term objectives.
(r) monitor performance of strategic programmes as delegated by the Board of Trustees.
(s) provide a process to ensure that membership and professional development activity, irrespective of where it is delivered, complies with the strategy and IET Plan.

Stakeholder Management

(t) operate a process to identify and manage all key membership and professional development stakeholders.
(u) identify key issues and create an action plan to engage members and other stakeholders both pro-actively and in response to their needs and expectations.
(v) ensure that the portfolio of membership and professional development products and services takes full account of the needs of Young Professionals.
(w) liaise with other Main Boards.

Reporting

(x) provide written and/or oral progress reports and assurances to the Board of Trustees at least quarterly;
(y) notify the Board of Trustees immediately of emerging risks or issues that might adversely impact on the delivery of the strategy or IET Plan are identified.

3. Constitution

Subject to the remainder of this paragraph 3, the Membership and Professional Development Board shall be made up as follows:

Chair – appointed by the Board of Trustees from the elected Trustees
Senior staff member – Director Membership and Professional Development
Chairs of Committees reporting to the Board
Nine Ordinary Members, who are Ordinary Members of Council, appointed to the Main Board by the Board of Trustees, on the recommendation of the Nominations and Succession Committee

One registered member from each level of the Engineering Council register, appointed by the Board of Trustees.
One of the IET's two representatives on the Engineering Council Board of Trustees.
A Deputy President
The Honorary Treasurer

The Board may request the Board of Trustees to appoint additional members to ensure the Board has the right balance of skills and knowledge to achieve its task.

Casual vacancies will be filled in accordance with clause 17 of the Council Regulations.

4. Quorum

The quorum necessary for the transaction of business by the Membership and Professional Development Board shall be eight.

5. Meetings

(a) The Membership and Professional Development Board shall meet at least twice per year and otherwise as required.

(b) Members of the Membership and Professional Development Board participate in a meeting of the Membership and Professional Development Board when:

(i) the meeting has been called in accordance with paragraph (c) below; and
(ii) they can each communicate to the others any information or opinions they have on any particular item of the business of the meeting.

(c) In determining whether members of the Membership and Professional Development Board are participating in a meeting of the Membership and Professional Development Board, it is irrelevant where any such member is or how they communicate with each other. If all the members of the Membership and Professional Development Board participating in a meeting of the Membership and Professional Development Board are not in the same place, they may decide that the meeting is to be treated as taking place wherever any of them is.

(d) Meetings of the Membership and Professional Development Board shall be called by the Chair.

(e) Unless otherwise agreed, notice of each meeting of the Membership and Professional Development Board confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each member of the Membership and Professional Development Board and any other person required to attend, no later than 5 working days before the date of the meeting. Where available, supporting papers shall be sent to Membership and Professional Development Board members and to other attendees as appropriate, at the same time.

(f) The Membership and Professional Development Board shall keep minutes of the proceedings and resolutions of all Membership and Professional Development Board meetings, including the names of those present and in attendance.

(g) Draft minutes of Membership and Professional Development Board meetings shall be circulated promptly to all members of the Membership and Professional Development Board. Once approved, minutes should be circulated to all members of the Board of

Trustees unless in the opinion of the Chair (acting reasonably) it would be inappropriate to do so.

6. Other Matters

The Membership and Professional Development Board shall:

(a) have access to sufficient resources to carry out its duties, including the access to the Governance Team for assistance as required;

(b) be provided with appropriate and timely training, both in the form of an induction programme for new members and on an ongoing basis for all members;

(c) give due consideration to laws and regulations and any applicable rules as appropriate; and

(d) arrange for periodic reviews of its own performance and, at least annually, review its constitution and terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the Board of Trustees for approval.

COMMUNITIES RESOURCING COMMITTEE

Terms of Reference

Responsible to the Volunteer Engagement Board.

1. Purpose

~~1.~~ The Communities Resourcing Committee is the overarching group responsible for leading the work of the IET's volunteer communities around the world, including its Local and Technical Networks. The Communities Resourcing Committee:

(a) facilitates communications between all communities;
(b) ensures that the work the communities do is aligned to the IET's strategy;
(c) allocates resources to the communities;
(d) monitors the communities' performance.

~~2.~~ It does this with support from a number of governance teams, as follows:

~~(a)~~(e) Communities Committees – five geographic governance teams that cover the world, each responsible for community activity in their region;
~~(b)~~(f) Technical Networks Communities Committee – the governance team that leads and represents the interests of the technical networks.

~~3.~~ The five regional Communities Committees represent the IET world regions: (1) Americas, (2) Asia Pacific, (3) Europe, Middle East, and Africa, (4) South Asia, (5) United Kingdom.

~~4.~~ The Communities Resourcing Committee supports all IET communities, whether geographical, technical, demographic (eg age related) or otherwise.

2. Planning and Resourcing

(a) Co-ordinate the planning and resourcing of community activities around the world;
(b) Agree priorities for communities activities with the Volunteer Engagement Board to be communicated to the Communities Committees as the basis for planning;
(c) Secure overall funding and other resources for IET communities around the world, including development funds that can be allocated to opportunities and initiatives arising in-year;
(d) Agree and monitor community KPIs with Communities Committees and promote remedial action where required;
(e) Allocate funding and other resources to the five Communities Committees for distribution by them to the Local Networks in their region; allocate funding and resources to the Technical Networks Communities Committee to distribute to the Technical Networks;
(f) Evaluate initiatives and opportunities generated by inter-regional communities in-year and allocate development funding as appropriate;

Communications

(g) Develop, maintain and promulgate guidelines and best practice guidelines to help support and ensure consistency between communities;

(h) Receive input and advice on community issues from the five Communities Committees and provide input and advice to the Volunteer Engagement Board as appropriate;

(i) Propose changes to IET products and services to the Knowledge Services and Solutions Board, the Membership and Professional Development Board and the Volunteer Engagement Board as applicable;

(j) Report to the Volunteer Engagement Board;

Supporting Communities Activities

(k) The Communities Resourcing Committee will co-ordinate, guide and support the governance teams to:

- (i) Proactively review the programme of communities activities to highlight gaps in coverage to the communities;
- (ii) Enable a more integrated approach between communities around the world (eg between Local Networks and Technical Networks);
- (iii) Identify required community tools and facilities;
- (iv) Make decisions regarding the creation, closure, merger or re-focus of Local Networks, Technical Networks and other formal communities to the Volunteer Engagement Board as deemed necessary, taking into account any recommendations received from the Communities Committees and other communities;
- (v) Resolve difficult communities issues, as required.

3. Constitution

~~5.~~ The Communities Resourcing Committee should be constituted of fifteen members, including a Chair, appointed by the Volunteer Engagement Board, and a Senior Staff Member.

~~6.~~ The ~~fifteen~~ fourteen include Chairs from each of the five geographic Communities Committees, and the Chair of the Technical Networks Communities Committee.

~~7.~~ The ~~fifteen~~ fourteen include three members, who must be actively involved in one or more IET communities, elected from and by the membership. At least one of these three members should be under the age of 30 at the time of their election.

~~8.~~ The ~~fifteen~~ fourteen include three members, who must be actively involved in one or more IET communities, appointed by the Volunteer Engagement Board. At least one of these three members should be under the age of 30 at the time of their appointment.

~~9. The Vice Chair of the YPC will be an ex officio member of the Committee to represent the global Young Professional audience.~~

4. Meetings

~~10.~~ The Communities Resourcing Committee will meet virtually as required for short meetings and will require up to three physical meetings per year.

5. Quorum

~~11.~~ The quorum is one half of the Communities Resourcing Committee membership (excluding vacancies), plus one.

6. Expectation of Attendance and Contribution of Members

~~12.~~ Any member who has not attended three or more consecutive Committee meetings (physical or virtual) spanning a period of more than six months, and has not contributed to the work of the Committee outside meetings during the same period, may be considered as being eligible for removal from the Committee. The decision to start the removal notification process from the Committee shall be agreed by the Committee by majority vote at the next Committee meeting. In the event that the Committee agrees that the member should be removed from the Committee, the following process shall apply:

~~13.~~ A senior staff member from another Committee should be asked to try to contact the member via each form of communication once more. Then, if no reply is received, a formal letter (signed by the Head of Governance) should be sent from the IET to the member's last known registered address, by recorded delivery, saying: "The IET has been unable to make contact with you over the past 6 months to discuss your membership of the xxxx Committee. In view of this, unless we hear otherwise from you, we shall assume that you no longer wish to continue to be a member of the Committee."

~~14.~~ After twenty-one days, in the event of no satisfactory reply, the member shall be removed from the Committee and a suitable replacement sought.

VOLUNTEER SUPPORT WORKING PARTY

Terms of Reference

1. Purpose

The Volunteer Support Working Party's purpose is to develop the approach and guide implementation of IET activities related to the recruitment, training, support and recognition of volunteers. The Working Party's mission is to build one skilled team to inspire, inform, influence and deliver the IET's strategy around the world. To do this it seeks to ensure a culture of one-team working across volunteers and staff and the engagement of an appropriately talented pool of volunteers.

2. Responsibilities

(a) To monitor the satisfaction of volunteers and delivery of support activities.
(b) To make recommendations to ensure volunteer engagement is appropriate to supply a sufficient talent-pool for delivery of the IET strategy.
(c) To identify areas for improvement and define the volunteer support roadmap.
(d) To work with staff to identify appropriate resolution to actions, taking into consideration operational processes and procedures.
(e) To ensure changes adopted are appropriate, effective and can be consistently applied across the full range of volunteering roles.
(f) To ensure the scope of the Working Party encompasses all volunteering roles within the IET including both governance and operational, and is concerned with all aspects of support of volunteers including:

- engagement strategy, in support of the IET strategy;
- recruitment, induction and training;
- succession planning and the supply of suitable volunteer talent;
- values and behaviours;
- inclusion;
- communications;
- guiding the IET one-team culture;
- recognition.

(g) Where appropriate, identify key trends and best practice from other volunteering bodies.
(h) To report to the Volunteer Engagement Board.

~~**Reporting**~~

~~The Working Party is to report matters of interest to the Volunteer Engagement Board.~~

3. Constitution

- Chair drawn from the Working Party members and in succession to the Vice Chair role (note that the Chair is, for the purposes of reporting, a member of the Volunteer Engagement Board).
- Vice Chair, drawn from the Working Party members, with a minimum of one year's service at time of application.
- ~~Director of Governance and External Engagement.~~
- Manager, Volunteer Support Unit (to act as Senior Staff Member).

- Three ~~ordinary member~~ volunteer~~s~~ ~~as~~ representatives from areas of the Institution that rely heavily on volunteers (eg Communities, Professional Registration and Professional Development).
- A Young Professional volunteer.
- Three staff members representing the breadth of volunteer management activities.
- Other members as required to provide the skills and experience required to complete the Working Party's work.
- Member of staff from the Volunteer Support Unit (to act as secretary).

Members (both volunteers and staff) may be co-opted onto the Working Party to ensure representation of required functions or demographic groups as required.

An individual member of the Working Party may represent more than one volunteering area.

All members of the Working Party including staff are voting members.

4. Terms of Office

Term of office for ordinary volunteer members is normally three years, but may be extended to retain particular skills or representation if needed.

Term of office in the Chair is limited to two years.

Term of office in the Vice Chair position is limited to two years.

The maximum term of office for a volunteer member is six years, including ordinary member, Chair and Vice Chair positions.

5. Meetings and Timeframe

- The Working Party will meet physically a minimum of two times per year, with interim virtual work ad hoc if required.
- Hybrid or virtual meetings will be adopted where appropriate.

6. Quorum

A minimum of four volunteers and four staff members present.

7. Person Specification

Each Working Party member should be able to demonstrate as many as possible of the following skills:

- Understanding and commitment to the IET and its objectives;
- Integrity;
- The ability to make good, independent judgements;
- The ability to develop policy;
- High level strategic thinking and vision;
- Ability to think creatively;
- Willingness to speak their mind;
- Ability to work effectively as a member of a team and to accept consensus decisions and act upon them;
- Experience in one or more of the volunteer engagement areas of the IET;

- Influencing stakeholders;
- Public relations/communication/marketing;
- Change management;
- Awareness of cultural differences;
- Awareness of the issues and attitudes of engaged members, in particular Fellows and Young Professionals.

YOUNG PROFESSIONALS COMMITTEE

Terms of Reference

1. Purpose

The purpose of the Young Professionals Committee (YPC) is to be the voice of Young Professionals (YPs) within the IET and work with them to help the IET achieve its overall aims and objectives.

2. Mission Statement (of the Committee)

To inspire, inform and influence the global community of young professional engineers, supporting and promoting technology innovation to meet the needs of society.

3. Objectives

- Ensure YPs are contributing to the IET's wider strategy.
- Ensure YPs understand and experience the value of being involved with the IET.
- Facilitate YPs to have the opportunity to share knowledge and experience.
- Raise profile and awareness of Young Professionals within the IET and the wider engineering community.
- Drive the delivery of key YP projects and initiatives.
- Report to the Volunteer Engagement Board.

The YPC will:

- Recommend to all appropriate stakeholders how best the IET can meet the needs of YPs by providing YP resource and expertise for development of YP strategies.
- Innovate, develop and deliver products and ideas to drive YP retention and growth throughout the IET.
- Clearly identify and communicate with all stakeholders on a timely, consistent basis to enhance the reputation of IET YPs within the IET and the wider engineering community
- Motivate, inspire and support active YPs globally to increase their active IET engagement and effectiveness by sharing of ideas and best practice, engendering a culture of volunteer excellence.
- Recognise the most active and effective YP volunteers for future YPC member recruitment.
- Maintain a sound awareness and knowledge of the state of YP engagement across the regions and of the YP participants contributing to that engagement. Capture and share engagement best practice and provide support (where possible) to areas struggling to engage YPs.
- Make arrangements for and strategic decisions on the Present Around The World competition; liaise with IET staff member/s to manage the tracking of participants through the procedure. Encourage Local Networks to participate in the competition.
- Support the delivery of existing and future regional YP activities such as the regional final of the Present Around The World competition.
- Support the delivery of any YP-led projects or initiatives.
- Review the terms of reference annually to ensure the YPC continues to operate in an agile way, delivering the greatest value possible to the IET.

- Act as role models for all YP volunteers, especially focusing on the YP Ambassador volunteer community to inspire them and encourage them to maximise their volunteering efforts.

It does this with support from the Future Talent Forum. This is a governance group which represents the Future Talent award holder audience and falls within the YP age demographic.

4. Constitution

The YPC has a total of 14 defined positions, which are as follows:

- Chair *
- Vice Chair *
- Past Chair *
- Appointed Ordinary Member – Americas focus+
- Appointed Ordinary Member – Asia-Pacific focus+
- Appointed Ordinary Member – EMEA focus+
- Appointed Ordinary Member – South Asia focus+
- Appointed Ordinary Member – UK focus+
- Appointed Ordinary Member – Specific Skills focus+
- Appointed Ordinary Member – Technical Networks focus+
- Appointed Student representative
- Appointed Apprentice representative
- Ex-officio / YP Trustee representative
- Future Talent Forum Chair
- Senior Staff Member**

* Marked positions must not hold roles on other Committees.
+ New YPC members must be under 30 when their term starts.
** In keeping with the model for most other Boards and Committees, the Senior Staff Member on the YPC will be a full member of the Committee with voting rights.

For all members, the period of service on the Committee cannot be extended beyond a maximum of 6 years.

5. YPC Executive

The Chair, Vice Chair, Past Chair and Senior Staff Member form the YPC Executive.

The Chair, Vice Chair and Past Chair positions only hold a term of one year each. The Vice Chair will step into the Chair role and then into the Past Chair role. This means that a Vice Chair – Chair – Past Chair will be on the YPC Executive for a maximum of three years.

An individual must be under the age of 33 at time of appointment into the Vice Chair role. This age is to allow for appointment to Vice Chair from within the Committee. An incoming Vice Chair can be selected from the current pool of YPC members or from Alumni members of the Committee. Any Alumni must have at least a break of 1 year from the YPC before joining the YPC Executive as Vice Chair.

With recommendation from the YPC Executive, the Volunteer Engagement Board will approve the suggested Vice Chair who will fill the role of Vice Chair for a year before moving in as the Chair the year after.

The Chair will also hold a position on the Volunteer Engagement Board to represent the views of Young Professionals and provide updates relating to the YPC where appropriate.

The Vice Chair will be an ex officio member of the Communities Resourcing Committee to represent the global Young Professional audience.

If the Past Chair position is vacant, the YPC Chair reserves the right to appoint any YPC Alumni from outside the YPC to fill the vacancy. This person must be 35 or under at time of appointment as 35 is the maximum age for the Past Chair. They can only stay on the YPC for a period of 1 year.

6. Appointed YP Roles

Any IET member under the age of 30 (when their term begins) can be considered for an appointed role on the YPC.

The YPC Executive will appoint new members based on their experience and skillset by considering how these will benefit the YPC and its current strategy. The current skillset of the YPC will also be taken into consideration and any gaps will be filled accordingly.

All appointed candidates will be asked to fill in a self-assessment skills matrix with the opportunity to also provide a cover letter and accompanying comments to each of the skills identified.

Regionality of candidates will also be considered to ensure the YPC has an even regional representation across the Committee.

Ordinary appointed YPC positions will be for a 2-year term with a minimum of two positions being available for appointment each year.

If Ordinary role vacancies exist on the YPC, members can be appointed at any time. If members are appointed mid-Session their term will not be extended; they will remain on the YPCC for the duration of the term for that role.

7. Appointed Student and Apprentice Roles

Any IET Student or Apprentice under the age of 30 (when term begins) can be considered for an appointed student and apprentice roles on the YPC ^^

The YPC will look to the existing database of Student and Apprentice volunteers (mainly On Campus) but will also look at the IET membership base as a whole.

The YPC Executive will appoint these roles based on the individuals' experience and skillset by considering how these will benefit the YPC and its current strategy.

All student and apprentice candidates will be asked to fill in a self-assessment skills matrix with the opportunity to also provide a cover letter and accompanying comments to each of the skills identified.

Appointed Student and Apprentice positions will be for a one-year term and the candidates must be a full-time student or apprentice for the majority of this one-year term.

Student and Apprentice positions can have their terms extended if they still meet the main criteria to a maximum of 3 years.

Students will hold voting rights.

^^ These members need to hold Student member status (also includes Apprentices) with the IET, as defined in the membership categories. This includes masters level students.

8. Co-opted Roles

The YPC can appoint co-opted members to the Committee at any time by means of a Committee vote. Co-opted member terms will be for a maximum of one year. Co-opted members of the Committee do not hold voting rights.

There is no age limit for co-opted members, although co-opted members must show an interest in YP activities and initiatives.

No more than two IET members can be co-opted onto the YPC at any one time.

Members can only be co-opted for a maximum of one year.

9. Meetings ~~and Performance~~

The YPC will meet virtually on a regular basis (around every 4/6 weeks) and have 3 physical meetings a year (usually held in October, Feb/March and June).

Any member who has not attended at least one physical meeting or at least 3 virtual meetings will be considered to have resigned from the YPC. In some cases due to different time zones and any external YPC commitments, the YPC Executive has the authority to overrule this if it is considered that the member is making good progress against current YPC strategy and that the Executive feels that the member has provided adequate updates on a regular basis.

Members of the Committee are expected to actively participle in meetings, contributing their ideas and suggestions. The Committee operates a project-based approach to their strategy and therefore each member should be actively engaged with at least one project each year.

10. Quorum

In order for a meeting to be considered quorate, 8 members need to be in attendance.

11. Person Specification

In order to be on the Committee, it would be desirable if candidates met some or all of the following criteria. This will vary each year dependent on the skills of current Committee members and gaps will be identified.

General skills:

- Awareness of young engineers' issues in their own country.
- Knowledge of their local education system.
- Financial management and budgeting.
- Ability to influence stakeholders.
- Public relations/communications/marketing/social media knowledge.
- Understanding of the international engineering and technology industry.
- Experience in project/programme management.
- Experience in planning or organising events or competitions.
- Previous experience on an On Campus group, a Local Network, Technical Network or other Board or Committee.
- Appreciation of the different routes into engineering, ie University or Apprenticeship.
- Management and leadership.
- Knowledge of effective social networking.

- Awareness of other Professional Engineering Institutions' offerings in their area.
- Experience of volunteering in another role.
- Passionate about developing YPs and considering effective ways to engage with them.

Specialist skills:
- Experience in academia.
- Web-based information dissemination experience.
- Analytical and research skills.
- Diversity and ethical knowledge.

Desirable skills:
- Legal.
- Publishing.