



CIRO Governor Recruitment Pack



Chartered Institution
of Railway Operators

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The Chartered Institution of Railway Operators (CIRO) is the only Professional Institution whose purpose is to develop and promote the profession of rail operations. By connecting operators with fellow professionals, accessible learning resources and engaging events, CIRO supports our members throughout their career.

CIRO Governor Recruitment Advert

Are you passionate about driving positive change in the railway industry? We invite rail professionals to apply for a prestigious senior position on the Board of Governors at the Chartered Institution of Railway Operators. Our vision is clear – to support the improvement in the quality of the railway operations workforce and assist railway organisations in to succeed.

As a Board member, you will play a crucial role in shaping strategies, influencing policies, and fostering collaboration to elevate the standards of the railway operations sector. Your expertise will contribute to initiatives aimed at enhancing workforce quality, promoting diversity, and ensuring the continued success of railway organisations.

If you possess a wealth of experience, a commitment to excellence, and a vision for the future of rail operations, we encourage you to be a part of our dynamic Board of Governors. Together our diverse Board will make a lasting impact on the industry.

Apply now and help us lead the way towards a brighter future for railway operations!
#JoinTheBoard #RailwayLeadership #ProfessionalExcellence



Recruitment Pack

This pack contains information aimed at potential applicants for Governor roles at CIRO. The pack sets out information about:

1. CIRO as an organisation
 2. The role of the Board of Governors and their responsibilities
 3. The selection process
 4. Appointment terms for Governors
 5. CIRO's Equal Opportunities policy and monitoring
 6. Our commitment to you as a candidate
- Appendix 1: The Nolan Principles
Appendix 2: CIRO Governor Application Form

1. CIRO as an Organisation

CIRO is a place, and a concept, where all players come together in the spirit of improvement and collegiate professionalism. This sense of professional belonging is at the heart of CIRO, and like any successful and high-quality community of practice, it collaborates with others in the rail system in a collective professional endeavour to do things better.

Put simply, it is the high standards of our members' professional endeavour which continues to make the Institution worthy of its Chartered status.

Our vision is to support improvement in the quality of the railway operations workforce and help railway organisations to succeed.

Our aims are focused around our four themes: member value, rail people development, professional standards, and force for good.

Our core values: inclusive, collaborative, professional, innovative and bold, are the fundamental beliefs and principles that guide the Institution.

These drive our passion to create an environment that is safe and encouraging for all people to express themselves and participate fully and to add the richness that a diversity of perspectives brings.

CIRO Corporate Strategy

Our corporate strategy has been developed through wide scale industry consultation and is centred around our aims:



Member Value: Deepen member engagement with valuable support that helps improve the rail workforce and organisations succeed.

Rail People Development: Define and validate multiple and varied learning routes for individuals and for organisations seeking to attract, train and retain a variety of talent.

Professional Standards: Provide leadership in setting and maintaining professional standards in rail.

Force for Good: Be active in promoting industry best practice through collaboration and by forging partnerships with industry organisations.

Everything we do, we do on request of the industry, which we consult regularly through a variety of groups and survey mechanisms; and we are proud to bring positive changes and improvements to the industry by working alongside members and rail operations businesses.

History

Founded in 1999, the Institution of Railway Operators (IRO) was created to work at the heart of the rail operations community. It came into being to provide the means whereby railway operations could obtain progression qualification affording similar recognition and status as their industry colleagues in the engineering, legal and accountancy professions.

In 2020, the Institution was recognised by Her Majesty the Queen by the granting of a Royal Charter for its work within the industry. We then became the Chartered Institution of Railway Operators (RC000918).

CIRO has achieved a lot in its 24-year existence and has much to offer, so this is an exciting time to join our Board of Governors.



The strength and reach of CIRO membership

Our membership consists of professional operators who take an active interest in the future of rail and wish to contribute their knowledge and insight towards improving it. Our membership also boasts a vast wealth of multidisciplinary experience gained across the career spectrum.

Each of our 12,000 individual members have joined voluntarily, with no inducement, in order to be part of CIRO's membership community. Our membership continues to grow across all levels of seniority and occupations and more companies do stipulate a minimum required level for job applications as it is recognised that is better to work with those who choose to practice Continuing Professional Development alongside their work.

Our 54 corporate members include passenger, freight and light rail, infrastructure to consultancy organisations, regulatory bodies, and government departments.

Our membership grades and qualifications add value and recognition to our member's achievements and as the UK's leading provider of recognised training opportunities for the railway operations sector, we train apprentices and university level students for over 50 organisations.

Individuals can join us at any stage in their career, whether they are studying, actively looking to progress, or already extensively experienced and together form the most capable and informed network of professional operators in the world.

Local Networks

CIRO regional set up is first rate with our voluntary Area Councils. Located throughout the UK, Ireland and Australia & New Zealand, our dedicated Area Councils work locally to support and recruit members. Offering a varied and exciting programme of events, our members are connected with experiences and learning opportunities that broaden their understanding of railways, grow solid

cross-industry and inter-disciplinary awareness, develop knowledge, enhance skills, while developing their professional network.

Conferences and Events

CIRO organises around 50 local and national events each year. Where possible these hosted as hybrid or online events to enable worldwide engagement, with the pinnacle online event being the annual CIRO conference, with 1000 rail operators joining Rail Ops 2023.

External Registration

CIRO is an approved training provider organisation for our apprenticeship provision and an approved End-Point Assessment Organisation for our Train Driver EPA delivery; Apprenticeship provider and assessment register UKPRN 10040914.

A nationwide reform of apprenticeship external quality assessment (EQA) set out by the Institute for Apprenticeships and Technical Education (IfATE), required that all EPA providers become Ofqual recognised. Following a rigorous review process conducted by Ofqual into CIRO's practices, procedures, and resources, CIRO was added to the EPAO register in January 2023.



We were subjected to our first full Ofsted inspection for our apprenticeship provision in January 2023. The result of the inspection was that CIRO was rated "Good" with no conditions.

CIRO is also Cyber Essentials certified, which shows CIRO how to protect against a wide variety of the most common cyber attacks and reassuring our customers that we are continuously working to secure our IT against cyber attack.

Expert Panels

CIRO currently has three standing board committees: an Apprenticeship Advisory Panel, a Knowledge Services Board, and the Membership Standards Panel.

These expert panels are at the centre of our governance arrangements. Each has defined Terms of Reference with the expert panel members selected based on their expertise, and with CIRO Governor support, challenge and support CIRO in relation to what our key stakeholders want us to be and what they need us to deliver. They meet regularly to discuss policy and performance.

Stakeholder Feedback

We have systematic mechanisms for collecting stakeholder feedback and opinions during the year from each department. This an iterative process and is used to inform CIRO's strategic review.

Publications

All members receive CIRO's biannual newsletter, Bulletin, as well as an e-subscription to a business-oriented railway magazine, Rail Professional.

CIRO's Operators' Handbook has been written to be useful to all levels of railway operators who deliver safe and efficient passenger and freight rail systems across the world. It plays a key part in delivering the knowledge needed to support railway operators to be the best they can be.

The POD is the CIRO recognised skills pathway for railway operators, which illustrates what successful and effective operators know and deliver across every aspect and specialism of the profession. Different versions of POD have been developed to for executive and supporting professions such as HR and finance.

Outstanding Operator/Operating Team of the Year

The annual Golden Whistle Awards was founded in 2010 to promote best practice and celebrate excellence in railway operations. Entirely managed by the CIRO SE Area Council, nominations are collected and judged for the Outstanding Operator/Operating Team category for the team or individual that has gone above and beyond expectation.

Website

CIRO's website www.ciro.org averages approximately 3,000 visitors and over 17,000 page views per month, includes events listing, news, contains professional profiles, case studies, course and apprenticeship details and the full range of information published by CIRO. Complementing this is our newly launched Members' Portal www.ciomembers.org which provides a contemporary space for members to access their exclusive CIRO member benefits.

International Activities



CIRO has connected leadership across the world. We benefit from senior engagement in the industry across the world and through helpful enquiry can produce peer assessed information, case study, next and best practice rapidly at the point of need on any issue facing rail.

Outside of Europe we have had a large-scale academic programme running in South Africa for over twelve years in partnership with Glasgow Caledonian University, University of Johannesburg, and Transnet Freight Rail. We have also run an entry to Rail Ops Management course in Australia and are due to launch our new master's programme with University College Dublin.

The ANZ Council, formed in 2019 to promote the interests of railway operators in Australia and New Zealand, is now established in South Wales, Victoria, Queensland, South Australia, Western Australia, and New Zealand.

Accounts

These can be accessed via the CIRO website:

[Accounts](#)



2. The Role of the Board of Governors

The Board of Governors has overall responsibility for the proper governance and oversight of the Institution, its aims and objectives. There are currently 12 Governors on the Board of Governors. Governors use their breadth of knowledge and experience to support, challenge, monitor and approve the strategy and policies recommended by the Chief Executive Officer (CEO).

The CEO leads the management team, which is responsible for the day-to-day operations of the Institution. The Institution seeks a diverse group of CIRO members to act as Governors. CIRO is dedicated to fostering a dynamic and inclusive electoral process. Our pre-selection criteria prioritise three key strands: Firstly, we seek candidates who embody the diverse aspects of our rail system, spanning both track and train perspectives. Secondly, we value a broad spectrum of viewpoints to enrich our institution's discussions. Lastly, we consider the quality of candidates' service efforts, focusing on their commitment to advancing our institution's goals.

The short answers provided by each candidate will be thoughtfully assessed against these criteria, emphasising the importance of diversity and varied perspectives essential for a thriving institution.

We are confident that this approach will result in a leadership team that mirrors the richness of our industry and upholds the high standards of service integral to our continued success.

The essential and desirable criteria for all Governors (including the Chair) are set out in the person specification below. The Chair (elected by the Governors) and Governors will ensure that the Institution pursues its strategic objectives and complies with the law. They will, based on their breadth of knowledge and experience, constructively challenge, and support the CEO and the executive team, to whom the policy implementation and operational decisions has been delegated.

Governors are the figureheads of the Institution and perform an ambassadorial role, promoting and representing CIRO at high-profile events.

Role of Chair

Principal Responsibility

The Chair's main responsibility is to lead and manage the work of CIRO's Board of Governors and to ensure that it operates effectively, provides vision and direction, and fully discharges its legal and regulatory responsibilities.

Role of Governor

Main Accountabilities

The main accountabilities for individual Governors are:

- To ensure that the Institution pursues its objectives as defined in its Royal Charter and Bye-laws.
- To ensure that the Institution complies with its legal obligations, e.g. company law, accounting law, health and safety law, etc.
- To contribute actively to the Board of Governors' role in giving firm strategic direction to the Institution, setting overall policy, defining goals, setting targets and evaluating performance against agreed targets.
- To safeguard the good name and values of the Institution.
- To ensure the effective and efficient administration of the Institution.
- To ensure the financial stability of the Institution.
- To protect and manage the property of the Institution.
- To ensure the proper investment of the Institution's funds.
- To appoint the Chief Executive and monitor their performance.
- To ensure the confidentiality of personal and other sensitive information concerning individuals and restricted information.
- To openly declare any conflict of interest and withdraw from further decision-making on issues affected.
- To attend any Governor training days, Governor development meetings and other similar events.
- Each Governor should use any specific knowledge or experience they have to help the Board of Governors reach sound decisions. This will involve scrutinising Board papers, leading discussions, focusing on key issues, and providing advice and guidance requested by the Board on new initiatives, or other issues relevant to the area of the Institution's work in which the Governor has special expertise.



Person specification for all Governors

Essential Criteria

All Governors will need to demonstrate a commitment to the Institution's objectives and a willingness to devote the necessary time and effort to their Governorship of the organisation; in particular to be available to attend all Board meetings and to participate in any Committees.



Candidates must:

- Have gravitas to be able to effectively promote CIRO's purpose, vision, ambitions and values in all endeavours.
 - Sufficient influence and personal authority to work effectively with senior business and political leaders.
 - Have a commitment to promoting equality, diversity and inclusion.
 - Be able to look creatively at the Institution's strategic priorities and comment on issues involving different viewpoints and sources of information.
 - Be able to work effectively as a member of a team and to support the Chief Executive and the executive team.
 - Have an understanding of the whole railway sector.
 - Hold CIRO Voting Member status at Member or Fellow level with the CIRO or having evidence of working towards it and to achieve it within six months of the date of appointment.
- Be of good standing in rail (i.e. has a trustworthy reputation, a solid track record, adheres to ethical standards, and is generally well-regarded by peers and stakeholders).
 - Currently (or within the past two years) active in the rail industry and be able to prove they have the support of their employer to stand.

Desirable Criteria

It would also be desirable for the successful candidates to bring a range of knowledge and experience that includes some or all of the following:

- Recently or currently active in the Institution with either in the Area Councils, tutor body or other contributory role, or equivalent contributions to the industry outside of the Institution.
- An appreciation of institution governance and an acceptance of the legal duties, responsibilities, and liabilities of a Governor (training can be given).
- Experience of implementing strategy, business plans, policy decisions, translating them into tangible operational results.
- High quality communication and influencing skills, including the capacity to network at a senior level.
- Excellent commercial judgement and understanding of commercial drivers and management methods.
- An understanding of professional associations, membership and/or training businesses.
- Experience of Ofsted and/or Ofqual regulations
- A background in commercial organisations and/or contracting/delivery expertise.
- Marketing, media, and communications.



3. The Selection Process

This section sets out the process and timetable that CIRO will adopt for the recruitment, assessment and selection of its new Governors.

Timeline and Activities

Please click on this link to view the timeline

www.ciro.org/ciro-elections/

4. The Appointment Terms for Governors

Term and Commencement Dates

Board of Governor roles will be appointed on an initial three-year period. There is a presumption of renewal for a second three-year period after the first term, assuming the performance criteria are met. There will be a maximum of two consecutive terms totalling six years.

New Governors assume their role on the Board after their appointment has been approved by the Board of Governors. Typically, Governors start their terms of office after the next AGM after election. Newly appointed Governors will also be required to attend an induction before their term begins.

Governors will be required to conduct themselves in accordance with The Seven Principles of Public Life (Nolan Principles) of selflessness, integrity, objectivity, accountability, openness, honesty and leadership (see appendix 1).

**Remuneration**

These roles are unremunerated, but travel and subsistence expenses can be reimbursed.

Time Commitment

There are a minimum of 4 Governor Board meetings each year. Governors are also required to undertake other duties for the Institution that could require an average commitment of 3 days per annum. Typically, these duties will include playing an active role on at least one of CIRO's Board Panels.

5. Equal Opportunities

This section sets out CIRO's policy on Equal Opportunities.

Equal opportunities and fair treatment of applicants

CIRO is committed to eliminating discrimination and encouraging diversity amongst our workforce, including Governors.

Our aim is to ensure that the people we appoint will be truly representative of all sections of society and each person will feel respected and able to give their best. The purpose of this policy is to provide equality and fairness for all in our employment and not to discriminate on any grounds. We oppose all forms of unlawful and unfair discrimination.

All employees and officers of the Institution will be treated fairly and with respect. Selection for employment, promotion, training or any other position or benefit will be on the basis of aptitude and ability. All employees and officers will be encouraged to develop their full potential. Our approach to recruitment reflects this and our recruitment and selection process is conducted in accordance with good equal opportunities practice. Selection is based on how well applicants meet the requirements set out in the person specification for any given role.

Questions

Please contact membership@railwayoperators.co.uk.

Privacy Policy

CIRO respects your privacy and is committed to protecting your personal data. Our privacy policy will inform you as to how we look after your personal data and tell you about your privacy rights and how the law protects you.

This can be viewed here:

www.ciro.org/iro-privacy-policy/.





Our Commitment to You

We are committed to ensuring fairness in our selection process and fostering the development of applicants.

As an applicant, by expressing your interest in contributing to the future of the Institution, we are committed to ensuring a fair and impartial election process. To ensure this we will appoint a reputable third-party organisation to manage the election proceeding and maintain their integrity.

Furthermore, we are committed to supporting your board-level ambition. To deliver on this, we will invite you to take part in training and development opportunities, which could include our Board Leadership initiative, designed to support your professional growth and ambitions.

Board Leadership Initiative

Introducing the Board Leader Initiative, a visionary program dedicated to fostering the development of rail operations managers for leadership roles on industry Boards. Our mission is not only to provide a diverse array of support tools, including valuable feedback mechanisms, personalised mentoring opportunities, immersive shadowing experiences, and a rich repository of learning resources, but also to actively contribute to increasing diversity, equity, and inclusion within boardrooms in rail. Through this comprehensive support framework, we aspire to empower managers with the skills and insights necessary for excellence in strategic decision-making, governance, and industry advocacy, while simultaneously championing a more diverse and inclusive representation at the highest levels of leadership within the rail sector.

When it is possible, CIRO aims to provide a learning opportunity in the form of a non-Governor position for a professional railway operator who is interested in gaining experience of Boards and a wider understanding of CIRO. The appointment, usually for six months or two Board meetings, would be as an observer with an assigned mentor.

Appendix 1: The Seven Principles of Public Life (The Nolan Principles)

The Seven Principles of Public Life (also known as the Nolan Principles) apply to anyone who works as a public office-holder. This includes all those who are elected or appointed to public office, nationally and locally, and all people appointed to work in the Civil Service, local government, the police, courts and probation services, non-departmental public bodies (NDPBs), and in the health, education, social and care services. All public office-holders are both servants of the public and stewards of public resources. The principles also apply to all those in other sectors delivering public services.

1. Selflessness

Holders of public office should act solely in terms of the public interest.

2. Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

3. Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

4. Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

5. Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

6. Honesty

Holders of public office should be truthful.

7. Leadership

Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.

Source: <https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2>

Appendix 2: CIRO Governor Application Form

The content to be included on the application form is detailed below. The formatting will be done on the application site.

CIRO Governor Application Form

1. Candidate Information

Title

First Name

Surname

Membership Number

Address

Contact number

Email address

- Please tick here to confirm that you have read the CIRO Governor Recruitment Pack and that you meet the eligibility criteria.

2. Candidate Statement

Please note that these words will appear in your candidate statement during the election. There should be no other campaign activities outside of CIRO's election channel.

- (i) In no more than 150 words, state briefly why you wish to apply for this position?
- (ii) In no more than 150 words, detail the skills and experience you have that would make you a strong candidate for this position.
- (iii) In no more than 150 words, describe how you have acted to improve diversity equality and inclusion in the railway, and how do you think CIRO can help further with this agenda?
- (iv) In no more than 150 words, describe how you promote systems thinking to your colleagues and stakeholders from your current position.

3. Qualifications

- (i) Present post and date commenced.
- (ii) In no more than 150 words, please state your past and present service to the Institution.
- (iii) In 15 words or less, tell us why you are standing for election.

Please note that these words will appear directly underneath your name on the ballot paper.

4. Photo Upload

Please upload a head and shoulders photo here, which will be posted on the CIRO website along with your personal statement.

5. Employer support

If you are employed, you must confirm that you have support from your employer to stand for this election. On submission of your nomination form, your supporter will be sent an email, to the addresses that you provide for them below, asking them to confirm their support.

The employer supporter must confirm their support of your application by 5pm on Friday 28 June 2024.

Employer Supporter

Name

Job Title

Email

6. Declaration

In order to stand you must meet the terms of the following declaration.

I declare that:

- I am not an undischarged bankrupt, nor have I made a composition or arrangement with or granted a trust deed for my creditors which has not been discharged.
- I do not have an unspent conviction relating to any offence involving deception or dishonesty.
- I have not been involved in tax fraud.
- I have not previously been removed from a Board, Governor or similar position.
- I am currently not the subject of an investigation and/or complaint being processed under CIRO's Code of Professional Conduct nor under the disciplinary/conduct procedures or any other regulatory body disciplinary process; nor am I currently subject to any sanctions by the aforementioned.
- I am not on any of the Disclosure and Barring Service's Barred Lists.
- If appointed as a Governor, I agree to declare any conflicts of interest. I do not have any interests or duties that conflict with those of CIRO except for those which I will disclose. I undertake to notify CIRO should any conflicts of interest arise in the future or if there is any material change to what I declare.

NB: CIRO will conduct due diligence checks on all nominations received.

I declare that I am eligible to stand for election and that I am willing to accept and hold office if elected. I declare that I have read and agree to abide by the:

- Chartered Institution of Railway Operators [Code of Professional Conduct](#)
- Chartered Institution of Railway Operators [Membership Terms and Conditions](#)

Please tick the box to confirm. (You will not be able to proceed unless you tick this box).

If you have accepted this declaration but want to make any information known or clarify any points please add them in the space below. (150 words maximum).

7. Equality and Diversity Monitoring Information

CIRO aims to be as diverse as the communities it represents, to act inclusively, treat everyone fairly and seeks to provide a culture which delivers the best outcomes for the diverse society in which and for whom we work. We are committed to having a Board of Governors that is representative of our membership. The purpose of collecting this information is to monitor the effectiveness of our efforts to achieve that commitment. You are not required to provide this information, which is strictly confidential, but you are encouraged to do so to.

(i) Age

Please select your age range

- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65+

(ii) Gender Identity

How would you describe your gender identity?

- Female
- Male
- Non-Binary
- Prefer to self-describe
- Prefer not to say

(iii) What is your ethnic group?

This question is not about your nationality, place of birth or citizenship. Please tick one option you feel most accurately describes you.

- Asian or Asian British
(Includes Indian, Pakistani, Bangladeshi, Chinese of any other Asian background)
- Black, Black British, Caribbean or African
(Includes Black British, Caribbean, African of any other Black background)
- Mixed or Multiple ethnic groups
(Includes White and Black Caribbean, White and Black African, White and Asian to any other Mixed or Multiple background)
- White
(Includes British, Northern Irish, Irish, Gypsy, Irish Traveller, Roma or any other White background)
- Other ethnic group
(Includes Arab or any other ethnic group)
- Prefer not to say

(iv) Disability

Do you consider yourself to be disabled with a long term and substantial impact on your day-to-day activities either a result of physical, procedural, or attitudinal barriers?

(This can, for example, include diabetes, learning difficulties, hearing or speech impairments, arthritis, heart problems, epilepsy or a neurodivergence such as autism, dyspraxia or dyslexia).

Do you consider yourself to be disabled as defined above?

- No
- Yes
- Prefer not to say

8. Consent

The data you have supplied will be stored on an independent partner server for a defined duration following the close of the election. Your personal information will not be disclosed to any other organisation other than CIRO.

- Please click here to confirm your consent to the above.

CIRO takes your privacy seriously and will only use your personal information to for the purpose you have provided it. Details of how we process your data can be found in our privacy policy.

Please note that once you have submitted your nomination you cannot change it.

9. Key Dates

Please click on this link to view the timeline

www.ciro.org/elections/

Further information:

www.ciro.org/elections/

membership@railwayoperators.co.uk

We look forward to receiving your application.