

# REC Candidate Information Pack

## – Chair Specification

### An Introduction to the REC

Strong trade associations are built on sound foundations. The REC's oldest predecessor organisation was founded in 1930. Over the course of nearly a century since then, the organisation has stood for one thing – a better labour market, based on high standards and opportunities for workers and businesses.

We support talent, recruitment and staffing businesses across the whole UK, and foster the development of the professionals who work within them. That matters – recruitment is not a process to be perfected – it deals with human beings and company growth ambitions. People buy people. So skilled hiring and talent management really matters.

Today, the REC stands for doing the people stuff well. From our code of conduct to our legal and compliance support, and from our strong media voice to the business advice and professional development we deliver every day. The REC is the strong bedrock of a stable professional service – a sector maturing into understanding the value of what it does, and with professionals who build careers as difference makers.

As members, we are both the recipients and the drivers of the REC's work. But as members of its governing boards and committees, that responsibility is very clear. Our role is to protect the members so that they can make the difference to the country that we need. And we must be stewards, acting for the long-term benefit of members rather than on the short-term driver. But if we get it right, the prize is huge: a sector truly seen in its proper place as a core part of the UK's world leading professional services sector, full of vibrant and growing businesses.

The REC is its members. Their needs have changed over almost a century – and that will continue. But our role as stewards is to make sure the REC prepares members for the world they are in now, based on core principles, values and skills that are everlasting. We would be delighted to have you join us in this important work.

## Chair of the Board - Person and Role Specification

The Chair of the Board plays a pivotal leadership role in ensuring the organisation is governed effectively, ethically, and strategically. This individual must be capable of building respect and trust across the Board, Executive team, and wider membership. The Chair sets the tone from the top, enabling a culture of constructive challenge, collaboration, and transparency.

The Chair is responsible for ensuring the Board operates as a high-performing unit, with a clear focus on purpose, accountability, diversity of thought, and long-term impact. They are a key partner to the Chief Executive and must balance support with strategic challenge in pursuit of the organisation's mission, working within REC's values.

## Key Responsibilities

### Governance and Board Leadership

- Ensure the Board fulfils its duties in setting strategic direction and providing oversight and accountability.
- Guide the Board in maintaining high standards of governance and compliance with all legal and regulatory requirements.
- Establish and model a culture of ethical integrity, transparency, and trust.
- Ensure that the Board takes full account of risk, both in the decisions that it makes and in its oversight of business performance.
- Lead the Board in evaluating and continuously improving its own performance.
- Lead annual conversations with Board members about the effectiveness of their contribution to the REC and to identify any development needs to allow them to improve their effectiveness in the role.
- Work with the Remuneration and Appointments Committee to ensure that skills needs for the Board are identified in advance of any planned recruitment.

### Inclusive Facilitation and Participation

- Chair meetings effectively, ensuring all voices are heard and respected.
- Promote inclusive and equal participation from all Board members, drawing out a diversity of perspectives and expertise.
- Ensure the Board remains focused on the needs, values, and voice of the membership and wider stakeholders.

### Strategic Stewardship

- Support strategic foresight and horizon scanning to identify long-term risks and opportunities.
- Encourage informed, evidence-based decision-making that considers multiple futures and external trends.
- Maintain a focus on the organisation's mission, purpose, and impact.

### Challenge and Support

- Provide constructive challenge and support to the Chief Executive and Executive Team, rooted in evidence, experience, and organisational priorities.
- Foster a culture where respectful disagreement and rigorous debate are welcomed in the service of better decisions.
- Offer encouragement and accountability to the executive and non-executive alike, ensuring the Board remains a high-performing team.

### Board Executive Relationship

- Clearly define and safeguard the distinction between non-executive governance and executive delivery ("eyes on, hands off").
- Navigate the dynamic between Board and executive teams, ensuring mutual respect, accountability, and collaboration.
- Build a strong, trusting, and supportive relationship with the Chief Executive, acting as both a critical friend and sounding board.

## Person Specification

### Essential Attributes

- Proven leadership in a complex governance environment (e.g. board-level and/or chairing experience).
- Deep understanding of effective governance, including legal and fiduciary responsibilities.
- Excellent interpersonal and communication skills, with the ability to foster trust and psychological safety.
- Skilled in inclusive facilitation and able to draw out diverse views and manage conflict constructively.
- Strong ethical compass and commitment to the organisation's values and purpose.
- High emotional intelligence and the ability to manage complex relationships and dynamics.
- Ability to balance strategic vision with attention to detail and operational implications.

- Any REC member is able to apply, as long as they are in good financial standing with REC (no outstanding membership fees) and have no adverse regulatory or disciplinary findings against them in respect of their REC membership or that of any other regulatory or professional body.

#### Specific Skills and Competencies

- **Strategic Foresight:** Ability to think long-term and systemically; capable of horizon scanning and scenario analysis.
- **Analytical Thinking:** Evidence-based approach to decision-making; comfortable with complexity, nuance, and ambiguity.
- **Challenging Well:** Confident and respectful in asking the difficult questions; able to offer constructive challenge without dominating or personalising.
- **Collaborative Leadership:** Skilled at building consensus while maintaining pace and focus; able to lead without ego.
- **Governance Expertise:** Clear grasp of the Chair's role in enabling rather than interfering; respects executive authority while holding it to account.

#### Time Commitment

- The Chair role requires a meaningful time investment, including preparation for and attendance at Board meetings, follow up, reading and thinking time as well as strategy days, diary management, travelling time and committee engagement, with weekly and as required contact with the Chief Executive as well as regular contact with Board members and committee members between meetings.

#### Term of Appointment

- While each Chair will bring their own style and approach to the role, including how they manage their time, the current Chair has typically dedicated the equivalent of one to two days per week, averaged over the course of a year.
- The tenure for the position is three years, which is not renewable.

#### Remuneration

- Whilst all out of pocket expenses are paid, including travel and accommodation for board matters, the role is voluntary.

#### Diversity & Inclusion

- We are committed to building a Board that reflects the diversity of the communities we serve. Applications from individuals of all backgrounds and lived experiences are warmly welcomed.

## Why be Chair of the REC?

With nearly a century of history, this organisation holds a unique and trusted place in the UK's labour market landscape. Established to safeguard standards, champion ethical practice, and serve the interests of its members, it has evolved into a respected authority, bridging policy, practice, standards and professional development.

Chairing this board is an opportunity to take the helm of a mission-driven, member-led organisation at a pivotal moment. As the world of work continues to shift, with challenges ranging from digital transformation to labour market reform and widening social inequality, our purpose has never been more relevant or more needed.

This role will appeal to an experienced and principled leader who wants to take a leading role in:

- Shaping the future of the recruitment industry and the whole talent ecosystem and the labour market by influencing policy and practice.
- Upholding and evolving a century-old legacy, ensuring it continues to meet the needs of a modern, diverse membership.
- Acting as a guardian of reputation, helping to protect and promote the voice and values of members.
- Driving strategic renewal, working with fellow board members and the executive team to lead through change.
- Championing a culture of good governance and collaboration, ensuring the Board functions with transparency, effectiveness, and accountability.

Whether your background is in recruitment, business, labour relations, regulation, professional services, policy, or social justice, this is an opportunity to make a lasting contribution and one that supports not only our members, but the health and fairness of the recruitment industry and labour market as a whole.

### 1. Desire to Make a Meaningful Impact

- Drive to contribute to a cause or mission they care deeply about (especially across every sector including, education, health, or environmental sectors).
- Opportunity to influence strategic direction and long-term sustainability of an organisation.

## 2. Leadership Opportunity

- A natural progression for those with prior board or executive experience who are ready to step into a governance leadership role.
- Chance to lead a team of peers, shape board culture, and strengthen board effectiveness.

## 3. Professional Development

- Enhance or diversify leadership experience, especially in governance, strategy, and stakeholder engagement.
- Build a portfolio career by serving on or chairing multiple boards.

## 4. Reputation and Networking

- Being a board chair can elevate professional standing and expand networks across industries or sectors.
- Offers visibility with senior stakeholders, funders, regulators, or government bodies.

## 5. Governance Expertise

- For those with a strong background in governance, it's a way to apply and share that knowledge to improve oversight, compliance, and ethical leadership.

## 6. Strategic Influence

- Unique opportunity to shape high-level decisions, policy, and priorities.
- Influence not just operations, but how the organisation is perceived externally (reputation, advocacy, partnerships).

## 7. Legacy Building

- Especially for those later in their careers, chairing a board is a way to leave a lasting legacy by strengthening an organisation for the future.

And .... Personal fulfilment of giving back to the industry and serving its members and all stakeholders into the future!

## How to apply

To apply for the role of Chair, please download and complete the governance vacancy application form found on the website.

Please email your completed application form to [India.Harrison@rec.uk.com](mailto:India.Harrison@rec.uk.com) by no later than **09:00 on Tuesday 31st March 2026**. Only applications submitted using the application form will be accepted.

## Application and appointment timetable

To help you in making your application, the key stages of the appointment process are:

Date	Stage	
Tuesday 31 March	Applications close	At 09:00
By Friday 17 April	Shortlisting outcomes to candidates	
Wednesday 6 May	Selection event – day one, candidates to present to Board	REC offices, London
w/c 11 May	Shortlisted candidates offered 1-1 with Chief Executive	MS Teams (note, this is not part of the selection process)
Wednesday 27 and Thursday 28 May	Selection event – day two, candidate interviews with panel	Manchester
TBC	Board meets to consider panel recommendation	
Wednesday 8th July	Chair appointed at AGM	

You should note:

- The recruitment timetable is fixed and alternative dates cannot be offered
- We will do our best to meet candidates' needs in terms of timing for the selection event
- If you need any reasonable adjustments to support you through the application process, please e-mail details to [India.Harrison@rec.uk.com](mailto:India.Harrison@rec.uk.com) in an additional e-mail, at the same time as you make your application