CD(SA) Career Path

This document outlines the career path that a director should follow in order to gain the CD(SA) designation.

The Institute of Directors in Southern Africa (IoDSA)

Introduction

The Chartered Director (SA) is a professional designation (SAQA ID. 422) awarded to practicing directors that are able to demonstrate their proficiency as director against the IoDSA Director Competency Framework (DCF). The evidence required to demonstrate competence is gained through participation in the four phase certification programme:

- Phase 1 – Application for Registration
- Phase 2 – Portfolio of Qualifications and Experience
- Phase 3 – Examination
- Phase 4 – Peer Interview

In order to qualify to register for the CD(SA) certification process, the individual needs to:

- Have been a practicing director of a company or has held an equivalent office in any other entity that is an incorporate body, for at least 3 years during the 5 years prior to application;
- Be a member of the IoDSA;
- Be at least 30 years old;
- Hold an NQF registered qualification at an NQF level 7 or higher _or_ be able to demonstrate substantial and appropriate experience of at least 10 years as a director; and,
- Be sponsored by two (2) individuals who are preferably members of the IoDSA, acting as proposer and seconder respectively.

Directorship as a career

The IoDSA supports directorship as a career in itself and therefore offers individuals the support required to gain competence as a practicing director.

This support is offered in various forms and includes:

- IoDSA Membership – both professional and lifestyle benefits. This includes the ability to upload C.V.'s to the Non-Executive Director (NED) database owned and administered by the IoDSA, as well as the receipt of advertisements related to NED vacancies.
- Thought Leadership – various publications, practice notes, reports and forums that support the knowledge and currency of practice of a director; and,
- Director Development – a suite of offerings designed to address the 20 competencies underpinning the IoDSA Director Competency Framework.

Director Development offerings

As a professional body recognised by the South African Qualifications Authority (ID 836), the IoDSA is able to offer programmes that support lifelong learning and, therefore, continuing professional development (CPD) to aspiring, emerging and experienced directors.

The Director Development wheel illustrated below presents the different offerings delivered by the IoDSA.
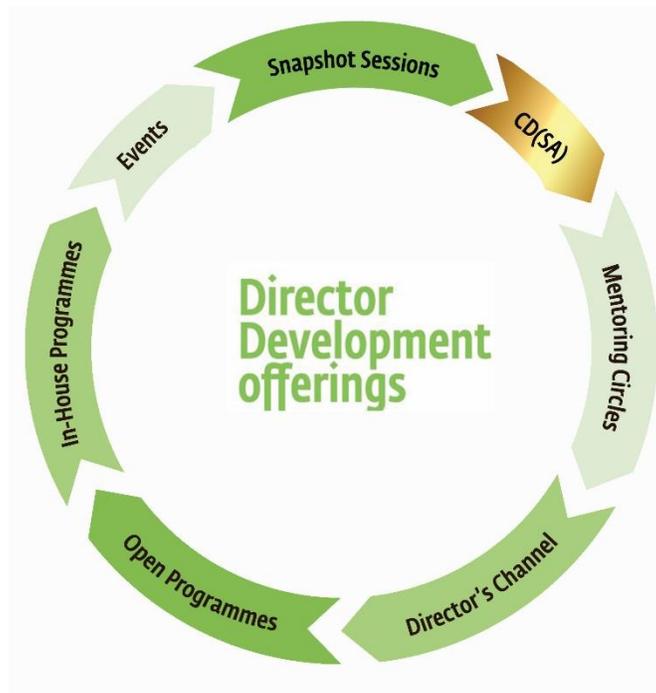
The different offerings include:

- **The Directors' Channel** – The IoDSA's video and audio hub aimed at providing members with access to eLearning, interviews with various thought leaders, members and experts in specific fields.
- **Director Development Programmes** – interactive half-day, one- and two-day sessions focuses on transferring knowledge and, where possible, allowing opportunity for individuals to enhance their skills in relation to the topics being addressed. Groups are limited to 25 delegates to allow for optimum interaction.
- **In-House Programmes** – customized workshops for your company, for group sizes larger than 10. Our offerings can be customized to suit different sectors including private sector, the listed environment, public environment, not for profit companies (NPOs) and SMEs.
- **Snapshot Sessions** – short 2 hour sessions aimed at sharing information about specific topics. The topics are specific sessions scheduled at the start offend of the business day to allow de3legates to attend the session without interfering too much with normal business.
- **Events** – Directors need to be up to date with current trends. The IoDSA's events are aimed at addressing current issues affecting directors. Speakers are also able to share information to a much larger group of delegates. The informal networking that is facilitated at some of these events contributes to the development of directors along the trajectory toward CD(SA) status.
- **Mentoring Circles** – a group mentoring programme that provides experienced directors with the opportunity to share their insights with newly appointed directors. Both mentees and mentors are development competences induced in the Director Competency Framework ®

- **Chartered Director (SA) professional designation** – an assessment process against which experienced directors are assessed. Successful candidates gain the professional designation CD(SA).

Topics that are addressed in each of these offerings can be viewed at www.iodsa.co.za/directordevelopment.

Where does the journey begin?

The career path is designed to support the director in gaining competence against the 20 competencies contained in the IoDSA Director Competency Framework. The first step in this journey, is therefore reading through and gaining familiarity with the content of the DCF. This can be downloaded at http://tinyurl.com/pfncpqw.

The 20 competencies underpinning the DCF are:

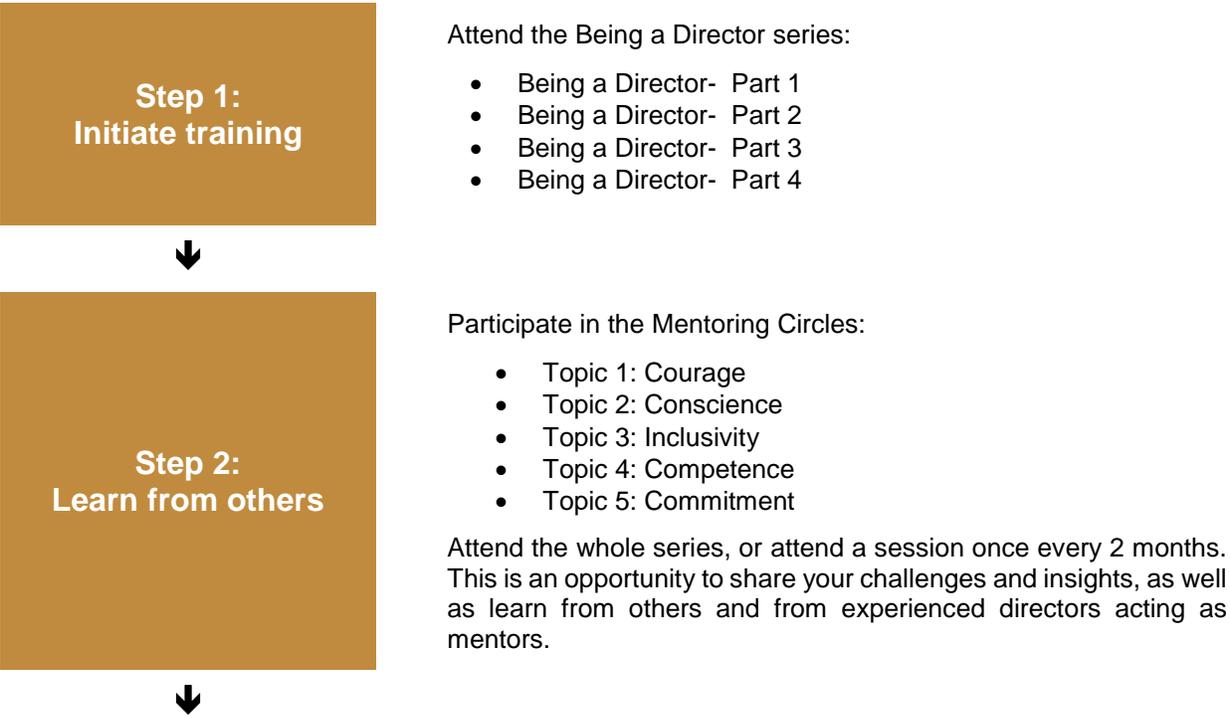| FC1	Contribute to and function as board member within the appropriate governance structures and cognisant of position of trust
FC2	Lead the company effectively and ethically in the long-term interest of all its stakeholders
FC3	Act as director within the confines of the law
FC4	Contribute meaningfully and effectively to strategy - setting and implementation thereof
FC5	Oversee the management of ethics within the company
FC6	Oversee remuneration policy and its implementation
FC7	Serve as an effective audit committee member and/ or to relate the functions of the board to that of the audit committee
FC8	Act in a manner that demonstrates understanding of the responsibilities of various assurance providers and how these are leveraged to contribute to the working of the board and its accountability to stakeholders
FC9	Interrogate financial statements and to conclude on financial performance of company
FC10	Oversee risk management policy formation and oversight of implementation thereof
FC11	Oversee IT policy formation and oversight of implementation thereof
FC12	Oversee compliance management policy formation and oversight of implementation thereof
FC13	Oversee stakeholder policy formation and oversight of implementation thereof

FC14	Oversee integrated reporting
FC15	Respond to business challenges in a creative and constructive manner
FC16	Gather and analyse information in decision-making by applying logical thinking
PC1	Act in a manner that demonstrates self-knowledge and self-awareness
PC2	Manage self in a manner that contributes to the activities of the board
SC1	Adapt to environmental needs
SC2	Interact with fellow board members and management in a manner that is beneficial to the company

The DCF provides additional insight into the knowledge, experience and skill required for each of these competencies.

The career path supported by the IoDSA is a combination of the different DD offerings. The suggested career path is not limited to only attending IoDSA offerings, however, great care has been taken in aligning our offerings to the DCF as well as to the King Report on Corporate Governance in South Africa 2009 (King III).

The table below presents the different steps in the CD(SA) career path:

Step 1: Initiate training

Attend the Being a Director series:

- Being a Director- Part 1
- Being a Director- Part 2
- Being a Director- Part 3
- Being a Director- Part 4

Step 2: Learn from others

Participate in the Mentoring Circles:

- Topic 1: Courage
- Topic 2: Conscience
- Topic 3: Inclusivity
- Topic 4: Competence
- Topic 5: Commitment

Attend the whole series, or attend a session once every 2 months. This is an opportunity to share your challenges and insights, as well as learn from others and from experienced directors acting as mentors.

Step 3: **Be available to serve** **as a director**	Serve as director – this is a position that requires you to be pro-active, especially if you are not in a situation that could lead to you being appointed as an executive director. The IoDSA cannot guarantee appointments on boards. However, various initiatives help to gain access to opportunities to be appointed as non-executive director: • Upload your C.V. to the IoDSA NED database • Respond to the NED vacancy notices circulated by the IoDSA to full members

⬇

Step 4: **Keep up to date**	Review the IoDSA Thought Leadership Read the IoDSA communications – like Directorship, Contempary Gazette and the Governance Matters publications Attend IoDSA technical events View the interviews on the Directors' Channel

⬇

Step 5: **Go deeper**	Attend specialised programmes that address your existing knowledge gap: • Financial insights for non-financial directors • Responsible remuneration • IT Governance • Chairman's programme • Social & Ethics Committees • CRISA – closing the governance circle • Effective company secretaries

⬇

Step 6: **Reflect on your** **progress**	Download your copy of the CD(SA) PQE documentation and start work on your reflection against the 20 competencies.

⬇

Step 7: **Gain experience as** **director**	The IoDSA cannot ensure that you are appointed as a director. However, we do offer opportunities that could result in your appointment as director. See the article "*Opening doors leading to the boardroom table*" (Directorship Apr/May/Jun 2015)

↓

Step 8: Apply for CD(SA)	Once you have determined that you qualify for the CD(SA) certification programme, you are able to apply. Use the Self-evaluation questionnaire (see **http://tinyurl.com/ne58lwn)** to determine your readiness to register.

This eight step career path is a suggestion. However, it is based on the insights we have gained in guiding individuals through the planning of a career path toward gaining the CD(SA) designation.

The documentation informing the CD(SA) designation can be downloaded on the IoDSA website at http://www.iodsa.co.za/?page=CDSA.

Competence		DD Offering
FC1	Contribute to and function as board member within the appropriate governance structures and cognisant of position of trust	**IoDSA DD Programmes:** - [Being a Director: Part 1: Introduction to Corporate Governance](#) **Papers:** - [CGN Position Paper 1: The dissenting director](#) - [CGN Position Paper 4: Representative Director](#) - [CGN Position Paper 5: Conflict of Interest](#)
FC2	Lead the company effectively and ethically in the long-term interest of all its stakeholders	**IoDSA DD Programmes**: - [Being a Director: Part 1: Introduction to Corporate Governance](#) - Leadership Development Programme: [Part 1: TIDES of change](#) **Papers:** - [King III Practice Note - Ethics Management](#)
FC3	Act as director within the confines of the law	**IoDSA DD Programmes**: - Snapshot Sessions - [Being a Director: Part 1: Introduction to Corporate Governance](#) - Companies Act and King III (The Directors Channel) **Papers:** - [CGN Position Paper: The Business Judgement Rule](#)
FC4	Contribute meaningfully and effectively to strategy - setting and implementation thereof	**IoDSA DD Programmes**: - [Being a Director: Part 2: Board's role in Risk and Strategy](#)
FC5	Oversee the management of ethics within the company	**IoDSA DD Programmes**: - [Governance of Ethics](#) **Papers:** - [King III Practice Note - Ethics Management](#)
FC6	Oversee remuneration policy and its implementation	**IoDSA DD Programmes**: - [Responsible Remuneration](#) **Papers:** - [King III Practice Note - Remuneration](#) - [REMCO Position Paper 2: The Remuneration Policy](#)
FC7	Serve as an effective audit committee member and/ or to relate the functions	**IoDSA DD Programmes:** - [Introduction to Audit Committee Effectiveness](#)

Competence	DD Offering
of the board to that of the audit committee	- [Attendance at Audit Committee Roundtables](#) **Papers:** - [Audit Committee Forum Publications](#)
FC8 Act in a manner that demonstrates understanding of the responsibilities of various assurance providers and how these are leveraged to contribute to the working of the board and its accountability to stakeholders	**IoDSA DD Programmes:** - [Being a Director: Part 1: Introduction to Corporate Governance](#) - [Being a Director: Part 4: Increasing board effectiveness and adding value](#)
FC9 Interrogate financial statements and to conclude on financial performance of company	**IoDSA DD Programmes:** - [Being a Director: Part 3: The board's role in Sustainability, Integrated Reporting & Combined Assurance](#) - [Financial Insights for Non-Financial Directors](#) **Papers:** - [ACF Position Paper 2: Guidelines on questions that an audit committee could consider before recommending an entity's financial statements for approval by the board](#) - [ACF Position Paper 8: The evaluation of the external auditor's audit of the financial statements](#)
FC10 Oversee risk management policy formation and oversight of implementation thereof	**IoDSA DD Programmes:** - [Being a Director: Part 2: Board's role in Risk and Strategy](#) **Papers:** - [ACF Alert 5: The audit committee's role in the risk management process (King III)](#) - [ACF Position Paper 10: Guidelines for the audit committee's assessment and response to the risk of fraud](#)
FC11 Oversee IT policy formation and oversight of implementation thereof	**IoDSA DD Programmes:** - [IT Governance](#) **Papers:**

Competence		DD Offering
		- [ACF Position Paper 13: Guidelines for the audit committees approach to IT risk](#)
FC12	Oversee compliance management policy formation and oversight of implementation thereof	**IoDSA DD Programmes:** • [Being a Director: Part 1: Introduction to Corporate Governance](#) • [Being a Director: Part 2: Board's role in Risk and Strategy](#) • [Being a Director: Part 3: The board's role in Sustainability, Integrated Reporting & Combined Assurance](#) • [Being a Director: Part 4: Increasing board effectiveness and adding value](#) **Papers:** - [King III Practice Note - Compliance Guidance](#) - [CGN Position Paper 2: Anti-competitive practices](#)
FC13	Oversee stakeholder policy formation and oversight of implementation thereof	**IoDSA DD Programmes:** • [Being a Director: Part 3: The board's role in Sustainability, Integrated Reporting & Combined Assurance](#) • [Brands and Branding for Directors](#)
FC14	Oversee integrated reporting	**IoDSA DD Programmes:** • [Being a Director: Part 3: The board's role in Sustainability, Integrated Reporting & Combined Assurance](#) **Papers:** - [King III Practice Note – The Integrated Report (June 2014)](#) - [SDF Position Paper 3: Integrated Reporting](#) - [ACF Alert 3: Responsibilities of the audit committee with regard to integrated reporting](#)
FC15	Respond to business challenges in a creative and constructive manner	**IoDSA DD Programmes:** • [Being a Director: Part 1: Introduction to Corporate Governance](#) • [Being a Director: Part 2: Board's role in Risk and Strategy](#) • [Being a Director: Part 3: The board's role in Sustainability, Integrated Reporting & Combined Assurance](#)

Competence		DD Offering
		• [Being a Director: Part 4: Increasing board effectiveness and adding value](#)
FC16	Gather and analyse information in decision-making by applying logical thinking	**IoDSA DD Programmes:** • [Being a Director: Part 1: Introduction to Corporate Governance](#) • [Being a Director: Part 2: Board's role in Risk and Strategy](#) • [Being a Director: Part 3: The board's role in Sustainability, Integrated Reporting & Combined Assurance](#) • [Being a Director: Part 4: Increasing board effectiveness and adding value](#)
PC1	Act in a manner that demonstrates self-knowledge and self-awareness	**IoDSA DD Programmes:** • Leadership Development Programme: [Part 1: TIDES of change](#) • Leadership Development Programme: [Part 2: Change Resilience](#) • Leadership Development Programme: [Part 3: Bringing out the best in others](#) • Leadership Development Programme: [Part 4: The Enemy Within](#)
PC2	Manage self in a manner that contributes to the activities of the board	
SC1	Adapt to environmental needs	
SC2	Interact with fellow board members and management in a manner that is beneficial to the company	