

BOARD ENGAGEMENT PACK

Table of Contents

Board Recruitment: How To Bring In The Right Board	2
Board Member Attributes.....	4
Board Recruiting And Development Matrix	5
Board Member Position Description.....	6
Board Chair Attributes	7
Board Chair Position Description	8
Board Vice-Chair Position Description.....	9
Board Treasurer Position Description	10
Board Secretary Position Description.....	11
Board Development Committee Terms Of Reference	12
Executive Director Development Committee Terms Of Reference	13
Executive Director Search Committee Terms Of Reference	14

BOARD RECRUITMENT: HOW TO BRING IN THE RIGHT BOARD

Great boards don't just happen. First, the right people need to be recruited and brought in. Then they need to be provided with the opportunity and support to do great things. Board recruitment efforts cannot be achieved overnight. It's a long term, long-standing initiative that ought to begin today.

Build your Nominating or Board Development Committee

The nominating committee or board development committee will help your board select new board members. In many ways, this will be one of the most important committees of the board since the future strengths of the board will be a result of those who are sitting around the boardroom table.

The committee should include the chair of the board and selected board members. Often, the past president will lead this committee as someone who has a strong sense of the board and an idea of what it needs to move forward. The executive director (ED) is often involved but keep in mind that the board is the employer of the ED so perhaps ED involvement with the committee ought to be more consultative. Board members who might be most appropriate for this committee are those with demonstrated distinctive service to the institution and have access to good trustee prospects. Additionally, committee members must be unafraid of and willing to 'sell' the organization for what it is: an excellent opportunity for involvement.

Setting the responsibilities of the committee

While determining who is going to be on the committee, it is essential that the board is clear as to the objectives and goals of the committee. Be sure that terms of reference are written for the committee so that the scope of their job is well defined and clear to everyone. A sample Board Development Committee Terms of Reference is provided at the end of this document.

Responsibilities might include:

- Proposing criteria for and selecting potential board members;
- Cultivating prospective interest in the sector and governance volunteers;
- Presenting candidates to the board for approval, and then to members at the AGM;
- Orienting new members to their responsibilities;
- Recognizing board member achievements

The committee ought to put together a plan and timeline for meeting its responsibilities in any given year. Some responsibilities will be the same each year (identify board member prospects, meet with prospects, interview interested candidates, etc) while others might be part of a longer-term plan toward better nomination systems (develop

introductory package, develop orientation manual and new board training session, conduct evaluation of aspects of the nomination process).

Identifying the skills and abilities you require in new board members

To best determine the needs of the board, the committee ought to assess the current makeup of the board for its strengths and gaps. The committee can determine what skills, experience and demographics would best suit the board in the upcoming years and then can recruit to fill those. An example of a board matrix to take stock of current skills and attributes on the board, and to determine what experience and abilities you still require on the board.

Prospecting for new board members

The committee should identify prospective board members suggested by various sources including: the committee members, other board members, senior staff, your organization's current and prospective major donors, high profile community members and historic consultants to the organization or board. Potential candidates from years gone by may be useful if prospects were not chosen because at the time their skill set was not required on the board or if they were too busy the last time they were approached. Additionally, boards can access recruitment tools like www.govolunteer.ca to find potential board members with specific skills that your board requires.

Cultivating the relationship

The committee is tasked with screening appropriate candidates to sit on the board. Do your homework and try to determine the interests, abilities and appropriateness of each prospect in advance of meeting with them. Once the committee has an initial list of good candidates, it's important to approach those people and cultivate relationships with them. The organization will be best served if the candidate is well acquainted with your not-for-profit and if you have a good sense of their skills, ability to serve as a member and cultural fit with the board. The committee might want to begin by inviting prospects to key organizational events. This is an easy way to find out if there is interest by the prospect in better understanding the work that your organization does.

Next, the committee ought to plan an introductory meeting with board prospects. This (or these) meetings will often include the chair of the board, and/or chair of the committee, executive director and prospect. It invites an opportunity for honest discussion about the needs of the organization and prospective board member. This is the time to provide the prospect with a position description for board members. People like to know what they are getting into – it will make it easier for them to participate if they know what is expected of them well in advance. It's a good idea to have one of the organization's most persuasive advocates attend so that you present a compelling opportunity to the prospect. Plan this meeting carefully.

Determine who will talk about what and in what order, consider what materials you will send before and/or bring with you and when you will share the material with the candidate. Be sure not to offer the spot unofficially to the prospect – the committee will not know which candidates are best until their recruitment efforts near completion. Try to understand what is motivating a prospect to join your board so that you can be sure you will meet their interests. Also, for those who are not interested in joining, try to determine why. It might be good to find out that they can't this year but would happily reconsider at a future date.

Once you've determined the top prospect list, (with board approval to proceed, if required), the prospect should be formally invited to put their name forward for election. Once the slate is approved at the AGM, the next step of developing the skills and abilities of your board to act effectively for the organization can begin.

Sources:

Six Keys to recruiting, orienting, and involving nonprofit board members, Judith Grummon Nelson; National Centre for NonProfit Boards; 1997

Board building: recruiting and developing effective board members for not-for-profit organizations, Alberta Community Development and the Muttart Foundation; 1995.

BOARD MEMBER ATTRIBUTES

Review the matrix to determine it adequately outlines skills and credentials that are required. It is also important to assess other attributes to ensure that a candidate is a good fit for a Board role.

The Board Development Committee states the following attributes are required:

- Visionary – able to see our organization in broad terms as part of the voluntary sector; not focused on detail
- Strategic – able to contribute to the development and execution of our strategic plans
- Communication skills – able to share ideas, “sell” a position and influence others decisions
- Appreciation of the voluntary sector – including direct contact with V.V. Board and staff as well as experience as a volunteer
- Attitude of appreciative inquiry
- Clear understanding of the role of governance, which does not include operations decisions. Those are the purview of the Executive Director.

BOARD RECRUITING AND DEVELOPMENT MATRIX

	[Name]	[Name]	[Name]	[Name]	[Name]	[Name]
DEMOGRAPHICS						
Full Years on the Board						
Gender						
Male						
Female						
Sector Involvement						
Private						
Public						
Nonprofit						
PROFESSION						
Accounting/Finance						
Education/Training						
Law						
Business						
Community/Soc. Services						
Government						
IT						
Real Estate/Developer						
EDUCATIONAL BACKGROUND						
Secondary						
University/College						
Post graduate						
KNOWLEDGE/SKILLS						
Finance/analysis						
Legal Issues						
Advertising/Marketing						
Management						
Real Estate						
Human Resources						
Government Relations						
Adult Ed./Training						
Fundraising						
Strategic Planning						
Advocacy						
Programs/Policies						
Community Resources						
Volunteer Engagement						
AREAS OF INFLUENCE						
Business & Industry						
Gov't (civic, provincial, federal)						
Media/Advertising						
Nonprofits						

BOARD MEMBER POSITION DESCRIPTION

Link to Mission:

We inspire and build leadership in the voluntary sector. Members of the board continually inspire others to volunteer. They also are leaders in volunteerism in the community.

Position

Member of the Board

Responsible to

Board of Directors (Chair)

Responsibilities

- Commit to the mission and work of Vantage Point.
- Serve as knowledge centre in the areas of board governance, the not-for-profit sector, finance, human resources, information technology, advocacy, or fund development.
- Serve on a committee.
- Attend monthly board meetings.
- Support of special events.
- Promote the organization in the community

Skills

- Ability to work as part of a team
- Ability to view the world from a forest, rather than a tree, perspective
- Understanding of Vantage Point and volunteerism

Time Commitment

5 hours per month for 2 years for Board responsibilities. Additional time may be required for other volunteer roles taken on during term of Board service.

Evaluation

Self and by the Board, annually.

BOARD CHAIR ATTRIBUTES

- Leadership Qualities
- Visionary
- Planning Ability
- Strong Communicator
- Knowledge of Vantage Point
- Active Volunteer
- Good Facilitator
- Self-Aware
- Knowledge of Board Governance
- Networking Ability
- Connected in Community
- Understands Evaluation
 - Ability to Conduct a Meeting
 - Ability to Analyze and Take Risks
 - Long Term Commitment to Vantage Point

BOARD CHAIR POSITION DESCRIPTION

Link to Mission

We inspire and build leadership in the voluntary sector. The Chair continually works to ensure a full understanding of volunteering and its importance in building individuals and building community.

Position

Chair

Responsible to

Board of Directors (Membership)

Responsibilities

- Provides leadership to the Board.
- Liaises with Vice-Chair.
- Takes responsibility, along with the ED, for the overall fundraising plan of the organization.
- Is an active relationship builder.
- Represents Vantage Point at external events.
- Promotes the organization in the community.
- Ensures there is a process of evaluation for Board members and the board as a whole.

Skills

- Networking
- Ability to take risks
- Leadership ability
- Knowledge of Vantage Point and volunteerism

Time Commitment

10-25 hours per month for 2 years.

Evaluation

Self and by the Board annually.

BOARD VICE-CHAIR POSITION DESCRIPTION

Link to Mission

We inspire and build leadership in the voluntary sector. The Vice-Chair continually inspires people to volunteer. Working with the Chair, the Vice-Chair ensures that the future direction and programs of VP inspire and build leadership in the voluntary sector.

Position

Vice-Chair

Responsible to

Board of Directors (Chair)

Responsibilities

- Will assume the role of Chair at the completion of the Chair's term.
- Chairs board meetings in the absence of the Chair
- Meets regularly with Chair to discuss work of the Board, gaining knowledge to assume the role of Chair
- Along with ED recruits new members of the Board
- Promotes the organization in the community

Skills

- Ability to communicate
- Knowledge of meeting management
- Ability to take risks
- Leadership ability
- Knowledge of Vantage Point and volunteerism

Time Commitment

5-15 hours per month for 2 years.

Evaluation

Self and by the Board annually.

BOARD TREASURER POSITION DESCRIPTION

Link to Mission

We inspire and build leadership in the voluntary sector. The treasurer ensures financial accountability of the organization to guarantee fiscal responsibility – a large part of leadership in the sector. It also means we will always be available to continue delivering our mission.

Position

Treasurer of the Board

Responsible to

Board of Directors (Chair)

Responsibilities

- Committed to the work of Vantage Point
- Gives quarterly reports to the Board on the financial state of the organization
- Part of the financial sustainability committee
- Acts as a signing officer of the Board
- Ensures current and acceptable financial practices are in place in the organization
- Meets annually with the auditor to finalize the financial statements of the organization.
- Speaks for the budget in partnership with the Executive Director

Skills

- Current knowledge of accounting practices
- Accounting designation
- Knowledge of Vantage Point and volunteerism

Time Commitment

5-10 hours per month for 2 years.

Evaluation

Self and by the Board annually.

BOARD SECRETARY POSITION DESCRIPTION

Link to Mission

We inspire and build leadership in the voluntary sector. The secretary keeps record of the work of the Board to ensure decisions made are available. That enables ongoing mission delivery and clarity on where we have been to ensure we are going in the right direction.

Position

Secretary of the Board

Responsible to

Board of Directors (Chair)

Responsibilities

- Committed to the work of Vantage Point
- Keeps copies of Vantage Point's bylaws and policy statements
- Brings official minute book to meetings
- Keeps record of Board attendance
- Records minutes of the meeting
- Ensures copies of minutes of both Board and Committee meetings are kept
- Ensures minutes of meeting are distributed promptly after meetings

Skills

- Ability to synthesize and determine focus
- Organizational ability
- Knowledge of Vantage Point and volunteerism

Time Commitment

5-10 hours per month for 2 years.

Evaluation

Self and by the Board annually.

BOARD DEVELOPMENT COMMITTEE TERMS OF REFERENCE

Goal

To ensure a leading edge governing Board, which other organizations can model.

Role

The Role is focused on assessing the function of the Board, the qualities and skill sets required of Board members, and determining the make-up and potential gaps in skill sets required on the Board. This committee will be responsible for ongoing development of the governance knowledge of Board members and ensure Board self-evaluation – both as a group and as individuals.

Core Values for Guiding the Committee

- We value a culture of “appreciative inquiry” which includes valuing innovation.
- We value a culture of mutual respect, diversity, and learning.

Membership¹

- The Committee will be convened by the Executive Director
- Current Chair
- Past Chair
- Incoming Chair
- Selected past Board members
- Others as deemed appropriate by the committee

Objectives

- To review and amend Board Matrix
- To liaise with the Board of Directors
- To advise on possible candidates for the Board
- To present a slate for the Board at the AGM
- To ensure annual self evaluation
- To plan ongoing governance educational opportunities

Responsible to

Chair of the Board

Meeting Schedule

The Committee will meet in person a minimum of once per year and as often as required, by whatever means is most convenient, in order to complete the work of the committee.

¹ Members of the committee sit as individuals and not as representatives of their organization.

EXECUTIVE DIRECTOR DEVELOPMENT COMMITTEE TERMS OF REFERENCE

Goal

To ensure a model organization for attracting and retaining high level paid employees

Role

The Role is focused on assessing the critical function of the ED, the qualities and skill sets required of this position, and through the year determining ongoing development opportunities.

Core Values for Guiding the Committee

1. We value a culture of “appreciative inquiry” which includes valuing innovation.
2. We value a culture of mutual respect, diversity, and learning

Membership²

- The committee will be convened by the Chair of the Board
- Incoming Chair
- Past Chair
- Other ED on Board
- HR expertise
- ED

Objectives

- To review and amend role of the ED
- To liaise with the Board of Directors
- To determine performance as outlined in a predetermined template
- To determine development opportunities for the ED

Responsible to

Chair of the Board

Meeting Schedule

The Committee will meet in person a minimum of once per year and as often as required, dependent on work to be completed.

² Members of the Committee sit as individuals and not as representatives of their organization.

EXECUTIVE DIRECTOR SEARCH COMMITTEE TERMS OF REFERENCE

Goal

To ensure a model organization for attracting and retaining great leaders

Role

The Role is focused on assessing the future function of the ED, the qualities and skill sets required of this position, and determining monitoring function of the Board and ongoing ED development opportunities.

Core Values for Guiding the Committee

1. We value a culture of appreciative inquiry, which includes valuing innovation.
2. We value a culture of mutual respect, diversity, and learning.

Membership³

- The committee will be convened and facilitated by the Chair of the Board
- Incoming Chair
- Past Chair
- Other ED on Board
- HR expertise

Objectives

- To review and amend role of the ED as required for the vision of the organization
- To liaise with the Board of Directors
- To search for and determine the best candidate for the role
- To develop monitoring criteria

Responsible to

Chair of the Board

Meeting Schedule

The Committee will meet at least weekly and as often as required, dependent on the stage of the search.

³ Members of the committee sit as individuals and not as representatives of their organization.