

## Board Recruitment

**Starts with** recognition that Boards have 3 main functions:

1. Decision making & leadership which means establishing or affirming the CF's Vision, Mission, Objectives and for holding management accountable for sound management practices of the CF;
2. Being accountable to key stakeholders
3. Representation in terms of ensuring key stakeholders are represented on the Board

In terms of representation, the Board needs to ensure that it is not only representative of the key stakeholders, but also representative of the required expertise, experience and skills. Based on the above, we can see that Board succession planning and recruitment is clearly a Board; not a staff function. As such, they are very much a high priority for any successful CF Board.

**So, what can/should the CF Board do to ensure that it attracts the right people to its Board?**

➤ **Plan for the Long-Term:**

Your Board needs a long-term Vision for its future. This will help the Board to understand what the skills and experiences are required or to be required to help the CF achieve its long-term vision.

➤ **Understand CF Board Requirements**

The Board should understand the assets, skills and experiences of the current CF Board. Using the Board's long-term plan and the identified skills sets the CF will require to achieve that plan, the Board will then be able to identify and agree upon the skills and capabilities for the next recruits to the CF Board.

A couple of other key considerations for the recruitment process:

- i. Ensure that the Board is looking for individuals with experience and interest in governance practices. The Board may want to stay away from individuals who tend to be focused on micro-managing operations. These types of individuals tend to draw CF Board attention away from key governance issues.
- ii. Look for individuals that have proven themselves to be team players.

➤ **Form a Standing-Committee:**

The Board should establish and empower a standing Committee tasked with Board Member recruitment.

➤ **Broaden the CF Board Member Search:**

The Board will not want to rely on contact, friends and associates of the Board as a whole or of the Standing Committee members. Here are some suggestions to help your CF broaden the search for future CF Board members:

- i. Look for persons who have the skills and experiences identified for the position and whose term may be coming up on other Boards, Committees, etc. Approach them;
- ii. Start early. Last minute recruiting does not work. Experience shows that people that possess the right skills and experiences for your Board may not commit right away, but might commit later following regular contact from the CF Board Chair or others. In the interim, invite them to your CF AGM. Invite them to serve on a CF Sub-Committee;
- iii. For CF's that receive appointments from key stakeholders (councils etc.) do not be afraid to identify the type of future Board member required to represent community on your CF Board. Most often, if identified in advance councils etc. will ensure that the skills sets and levels of experience that your Board requires are provided through future appointments;
- iv. Do not be afraid to "lobby" that prospective Board member. Invite them to your AGM. Provide them with tours of your operation and introduce them to key staff. Share your Board's strategic plan with them in order to allow them to have opportunity to "catch the vision".
- v. Develop attractive and informative CF Board recruitment packages. Share this tool with individuals on your targeted recruitment list.
- vi. Use your influence as a community leader to entice the targeted individual to your CF Board or use that influence to have someone else of reputation try to influence the targeted Board recruit to consider the appointment to the local CF Board;

➤ **Orientation:**

Once you have found your ideal CF Board candidate, make sure that you provide them with effective and timely orientation. Make sure that there is a formal process for welcoming and integrating the new Board member into your organization and onto the Board. Make sure the Board member feels welcome. This is a Board Chair and Board Vice-Chair responsibility.

Key orientation requirements include:

- Providing the new Board member with all legislative documents governing the CF (Articles of incorporation, Bylaws, Articles of Association)
- Copies of all Board authorized Policies and Procedures
- An overview of the structure of the CF
- Copies of all contracts entered into by the CF for service (i.e. WD funding agreement)
- A full description of the Board culture related to governance. In other words, has the Board considered and approved a formal governance structure and if so, a full description of the structure and how it operates at the CF is important (i.e. Quasi-Carver model of governance; driven by policy and mission based with few but well established and Board commissioned Standing Committees)
- Other CF programs related information and supports (see CFNA web page for more information)