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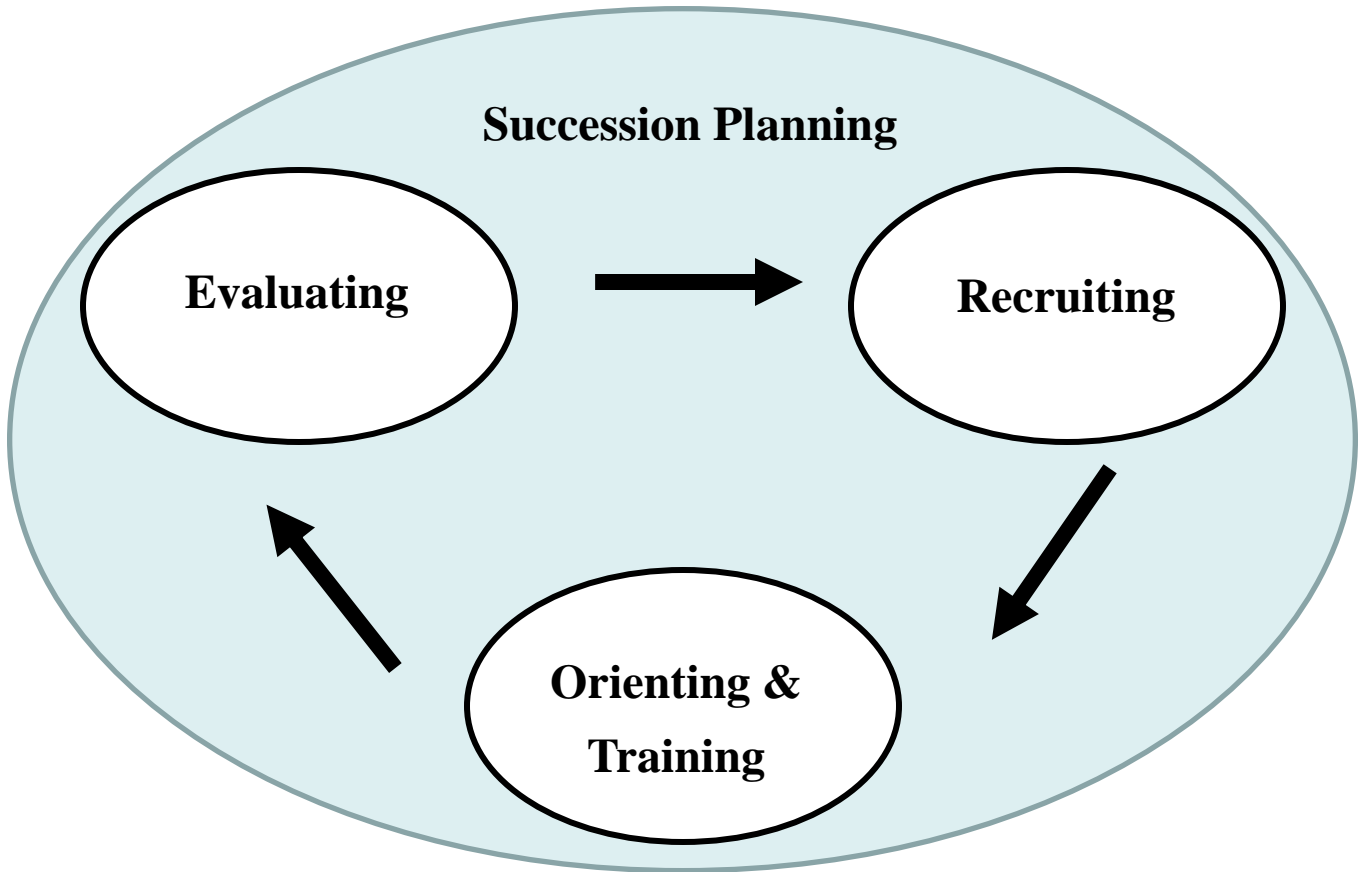
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## Building A Better Board



### Succession Planning

The planning, process development and implementation of activities undertaken to ensure that key positions on the board are filled in a timely manner.

# The Four Key Parts of a Recruitment Plan

- Building a strategy on solid board foundations
- Identifying your board's needs
- Knowing what board positions are available and what the expectations are for them
- Setting up a structure to do the work (Nominating Committee or Board Development Committee)

A succession plan will include information useful as part of your recruitment plan, such as:

- A list of the key positions on the board.
- Dates when key positions become vacant.
- A list of skills and personal qualities required in each key position.
- A list of individuals identified who will be asked to fill key positions.
- A mentorship strategy that prepares new board members to move into key positions.

## Board Composition Analysis Tool: Recruitment Criteria

Develop a chart which highlights the critical qualities your organization requires in prospective board members. Add the general qualities and specific skills you need to deal with opportunities and challenges facing your organization.

<b>Board Recruitment Criteria</b>	The board now includes members who:	The board requires new members who:
<b>General Qualities</b>		
• Are committed to our mission		
• Are willing team members		
• Are able to commit adequate time		
<b>Specific Criteria</b>		
• Have previous board experience		
<b>Desired Community Balance</b>		
• Contribute to age diversity		
• Have a broad perspective of the place of the organization in the community		
• Contribute to a reflection of the diversity in the community		

# Time and Financial Requirements of Board Membership

The cost of involvement as a board member in a not-for-profit organization can sometimes be more than meets the eye. Honesty in discussing these issues with prospective board members creates a realistic foundation for future involvement.

<b>REQUIREMENTS</b>	
<b>TIME</b>	
1. Board meetings	
2. Committee meetings	
3. Fund-raising	
4. Meeting with staff	
5. Telephone calls	
6. Leadership positions (e.g. board, executive, committee chair)	
<b>TOTAL HOURS</b>	
<b>MONEY</b>	
1. Membership	
2. Special Event Attendance	
3. Meals (meetings)	
4. Child Care	
5. Transportation/Parking	
6. Capital Giving	
7. Special giving (e.g. raffles, garage sales, auxiliary board fund raising)	
<b>TOTAL DOLLARS</b>	

## Contents of a Board Orientation Manual

<b>1. Table of Contents</b>	<ul style="list-style-type: none"> <li>• Contents of manual</li> <li>• All pages should be numbered and dated</li> </ul>
<b>2. Mission Statement</b>	<ul style="list-style-type: none"> <li>• Include information about the organization's values and beliefs</li> </ul>
<b>3. History/Background</b>	<ul style="list-style-type: none"> <li>• Fact sheet</li> <li>• Organization's history</li> <li>• Minutes and annual report/audit of the previous year</li> <li>• Pocket containing brochures/other promotional materials</li> </ul>
<b>4. Board Structure/Operations</b>	<ul style="list-style-type: none"> <li>• Meeting and special event information for current year (days, dates, location)</li> <li>• Board and committee structure chart</li> <li>• Board agenda format</li> <li>• Board member job description</li> </ul>
<b>5. Bylaws</b>	<ul style="list-style-type: none"> <li>• Objects</li> <li>• Bylaws</li> </ul>
<b>6. Policy Manual</b>	<ul style="list-style-type: none"> <li>• Framework policies and long-term strategies</li> <li>• Board self-governance policies</li> <li>• Operational Policies</li> <li>• Advocacy policies</li> </ul>
<b>7. Financial Summary</b>	<ul style="list-style-type: none"> <li>• Annual budget</li> <li>• Annual audit</li> <li>• Investments</li> <li>• Property</li> <li>• Insurance</li> <li>• Fiscal calendar</li> <li>• Summary of funding sources</li> </ul>
<b>8. Board Committees</b>	<ul style="list-style-type: none"> <li>• For each committee include:</li> <li>• Committee terms of reference</li> <li>• Committee year-end reports, goals and objectives for current year</li> </ul>
<b>9. Board List</b>	<ul style="list-style-type: none"> <li>• Name, position, length of service</li> <li>• Addresses and phone numbers</li> <li>• Biographies</li> </ul>

# Assessing the Work of the Board

Fiduciary and Strategic work by the board generally focus on the results, while Generative work addresses the process through which the board does its work.

The work of the board can be assessed in a variety of ways:

- Fiduciary – financial analysis, reports on task completion, etc.
- Strategic – report on progress towards goals
- Generative – signs of learning and discerning

# Evaluation Opportunities

- Invite a non-board member to observe your meetings.
- Have individual board members evaluate your meetings.
- Ask individual board members to complete periodic self-assessments.
- Ask board members to complete end of term assessments.
- Assess the work of the board team.

Evaluating your work can be as simple as concluding each meeting by addressing the question,

“What did we do today that got us closer to where we want to be?”



## Board Member Self Assessment

Encourage each individual to assess their effectiveness as a board member several times throughout their term by completing this checklist.

- I support the mission and values of this organization.
- I am willing to further the work of this organization with my time, skills and financial support.
- I understand the role of the board and my legal and ethical responsibilities as a board member.
- I have attended the majority of regular and special board meetings and other events requiring board participation.
- I prepare for meetings by reading background materials and researching issues for discussion.
- I actively participate in board meetings by listening, discussing and presenting complete information as required.
- I carry out my other board responsibilities (e.g. committee member, fund-raising, advocacy and/or education) in an effective and timely manner.
- I am willing to support and help other board members in their development.
- I am interested and willing to participate in development opportunities including workshops, information sessions, conferences and taking on new roles.
- I try to be an objective decision maker, considering the impact of issues on individuals, the organization and the community.
- I avoid participation in board issues which are self-serving or may be perceived as conflict of interest.
- I recognize the board must "speak with one voice" and I avoid taking action on issues unless instructed to by the board.
- I enjoy my service as a board member in this organization. If not, I am actively working to change the issues and/or activities which are a barrier, or I am reconsidering my commitment to this organization.
- I initiate and engage in discussions which consider the root causes of board issues, the values of the organization, optional courses of action and new ideas.

Date: \_\_\_\_\_ Signature \_\_\_\_\_

## Assessing the Work of the Board Team

The following evaluation tool can be used to identify your board's strengths and areas for future improvement. One process you can use is to:

- Have each board member individually complete the questionnaire.
- Identify one person to compile the results and comments.
- Set time aside for the board to discuss the results.
- Develop strategies to ensure positive results are maintained and to make the desired changes. Put the strategies in your board's annual work plan.
- Monitor and evaluate your progress.

<b>Board Evaluation</b>		
		Comments on strengths or ideas for improvement
The board operates with clearly defined: •Mission and Goals •Bylaws	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Don't know	
Board members understand their own and each other's role and duties.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Don't know	
Job descriptions have been Developed and are used for: •Individual board members •Executive positions •Committee chairpersons	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Don't know	
The board uses committees and/or work groups to divide board work fairly.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Don't know	
Committees have a Terms of Reference statement which defines their roles and responsibilities.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Don't know	
Board members follow through on plans and commitments.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Don't know	

## Board Evaluation (cont'd)

		Comments on strengths or ideas for improvement
Board members understand their legal obligations and ensure they are being met.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Don't know	
The board composition reflects the diversity of experience, skills, age, gender, and ethno-cultural representation appropriate to your community.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Don't know	
The board represents the interests of the organization's membership.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Don't know	
Recruitment of effective board member nominees is a year-round activity.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Don't know	
Board members are elected for a specific/limited term.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Don't know	
Trusting and respectful relationships exist between board members and other individuals within the organization.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Don't know	
Individual board members are evaluated annually to assess and recognize the skills and time they have contributed and to identify the role they will play in the future.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Don't know	
The board evaluates its work annually, in relationship to the goals and plans it has made.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Don't know	
The board communicates clearly and regularly with appropriate staff, volunteers, funders, and the wider community.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Don't know	
Written policies to guide decision making exist and are organized in a policy manual.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Don't know	

## Board Evaluation (cont'd)

		Comments on strengths or ideas for improvement
Policies exist in the areas of: <ul style="list-style-type: none"> <li>• Human Resources (paid &amp; volunteer)</li> <li>• Finances</li> <li>• Programs and services</li> <li>• Policy development</li> </ul>	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Don't know	
Board meetings deal primarily with developing policy, planning, developing financial resources, advocacy, and evaluating the organization's work.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Don't know	
The board has a written plan that is used to monitor and evaluate the organization's direction.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Don't know	
All board members are encouraged to participate in discussions.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Don't know	
The board makes sure adequate resources are available to undertake the work of the organization.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Don't know	

The board is operating effectively by:

Areas which could be made more effective are: