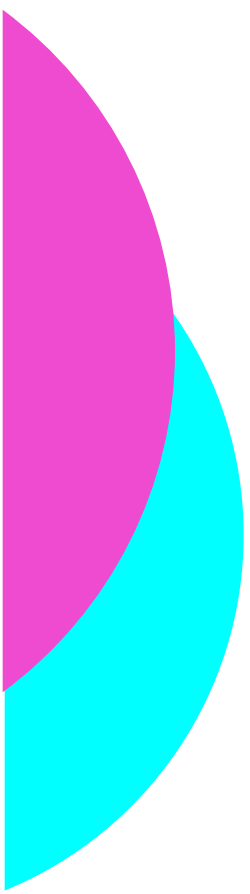




Board Recruitment, Orientation, Training & Evaluation

Board Leadership Calgary, Alberta

May, 2015



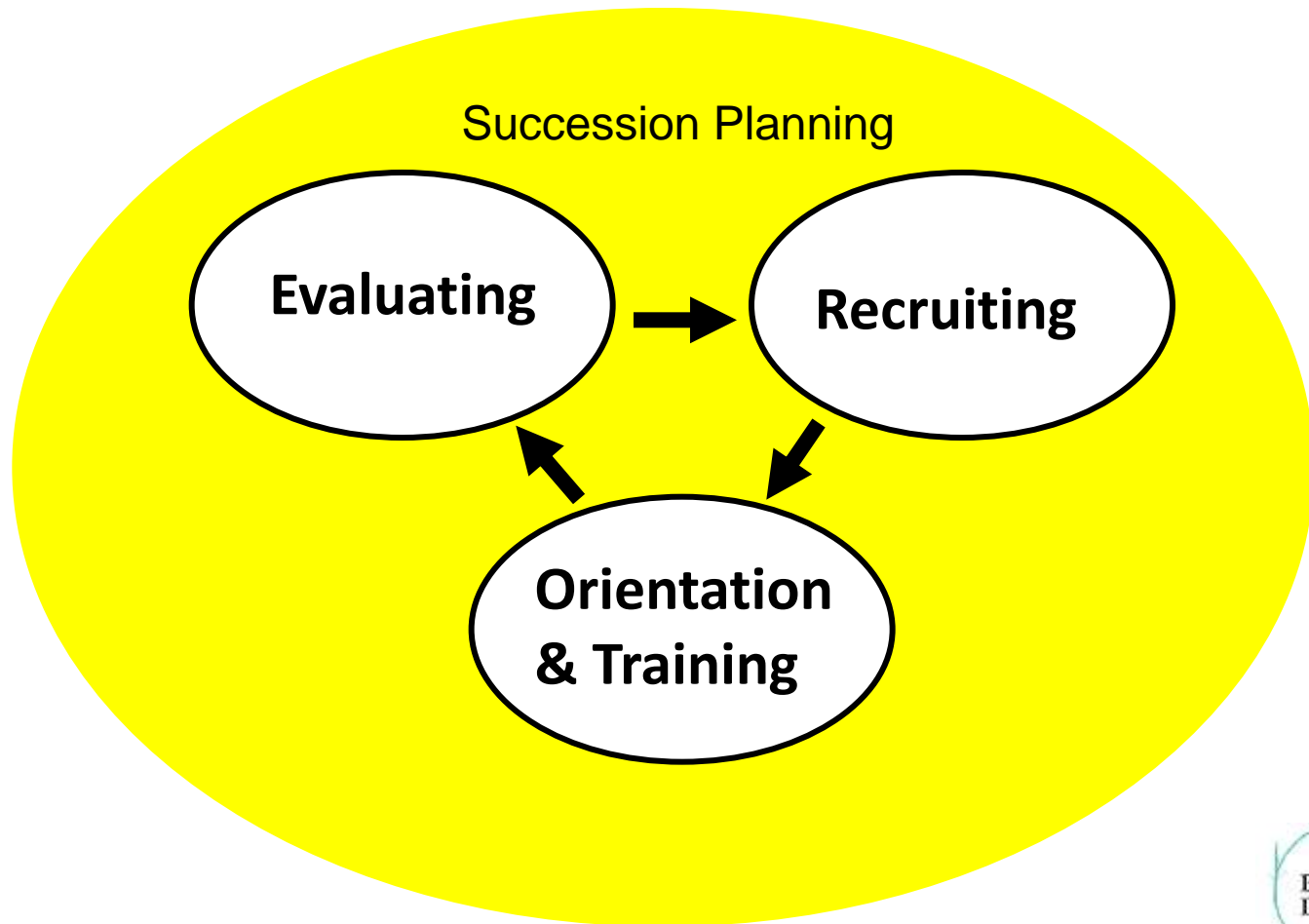
*“Effective Boards are the product
of a planned building process
that continues all year.”*

- Board Building Workbook

Here is Edward Bear, coming downstairs now, bump, bump, bump, on the back of his head, behind Christopher Robin. It is, as far as he knows, the only way of coming downstairs, but sometimes he feels that there really is another way, if only he could stop bumping for a moment and think of it.



Board Building



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.



“It’s pretty difficult to ask someone to support your cause when you’re not really sure what your cause is.”

~Diane Duca~

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 each position
- Setting up a structure to do the work (Nominating Committee)

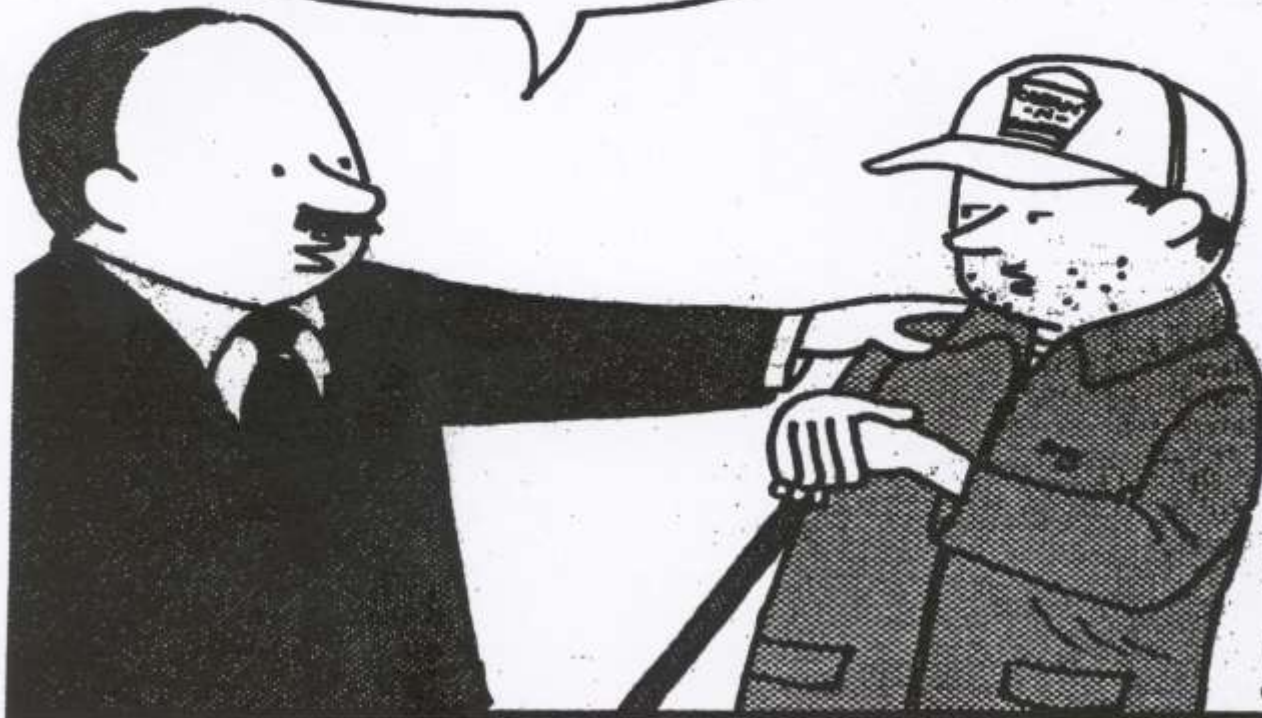
Board Skills/Interests/ Attributes Matrix

	Fiduciary			Strategic	Generative
Name	\$ Mgt	Risk Mgt	Regulatory Knowledge		
Bob	X	X			
Jacq	X				
Joel		X	X		
Kelly	X		X		
Total	3	2	2		

YOU SEEM PERFECT FOR A SEAT ON OUR BOARD. HOW ABOUT IT?

UH, WHY ME?

YOU HAVE NO ARREST RECORD.



W/SE/ACDRICH

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**These days, the most important qualification
in a corporate officer is the absence
of a parole officer.**



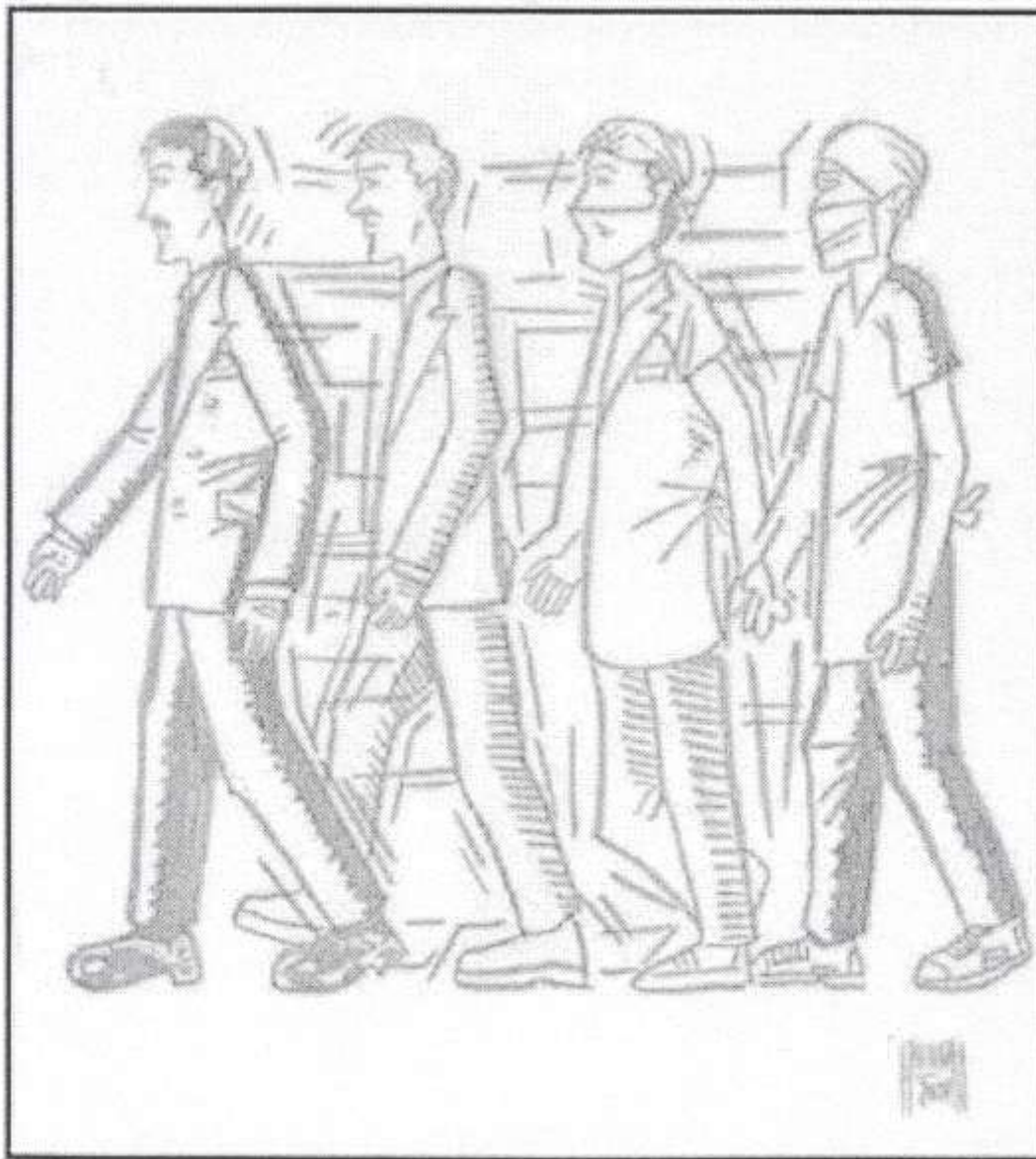
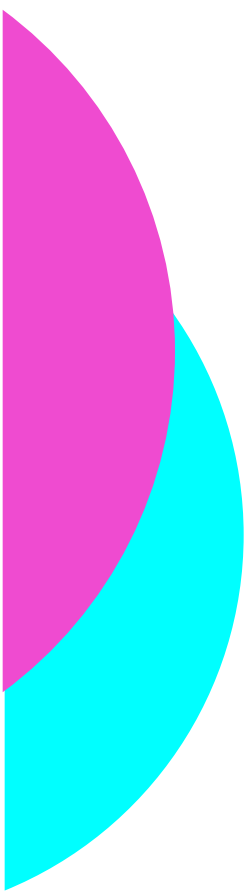
BOARD
DEVELOPMENT

PROGRAM

2013

Board Recruitment Activities

- Everyone is responsible
- Target your message to the audience
- Prepare your “Pitch Kit”:
 - Mission & Vision Statements
 - Job Descriptions
 - A Board Manual
 - Objects, Bylaws, Policies
 - Orientation Plan



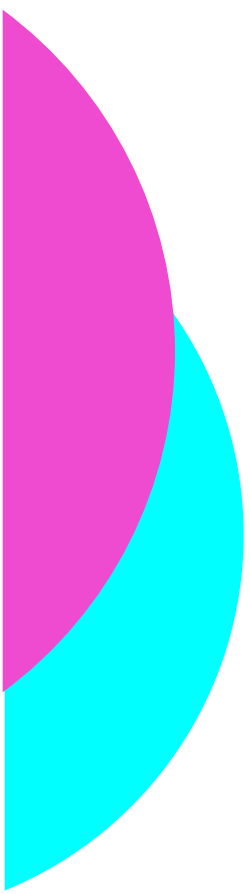
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Board Myth #1 - Upon their election, members will transform into effective directors without orientation or training.



How long do you have to be on the board before you find out what's really going on?





“We get so totally tied up in today’s needs, that we don’t reserve a realistic part of our resources for developing the talent and dedication necessary to carry and expand the association’s efforts tomorrow.”

- Brian O’Connell



Board Orientation Activities

...should promote an understanding of the organization's:

- Cause and purpose
- People
- Structure and systems

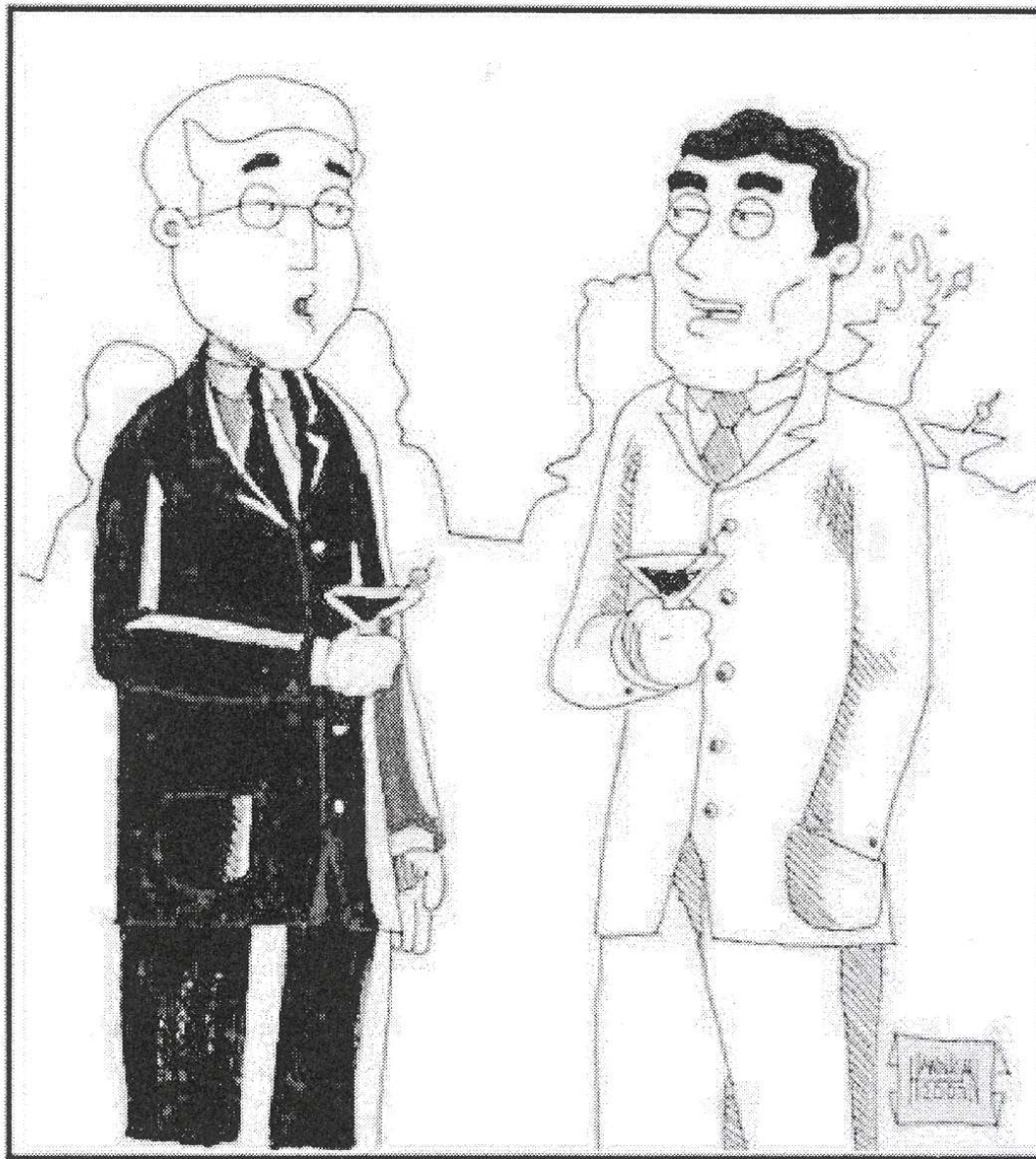
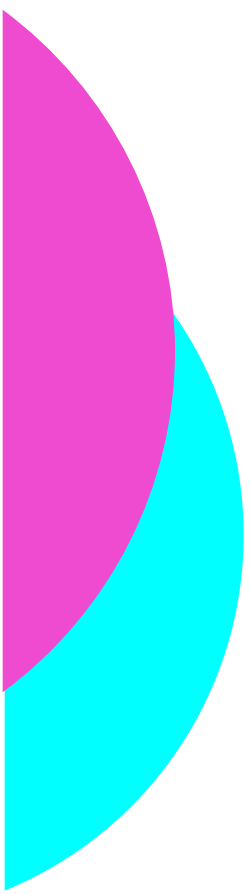


Board Orientation Tools

- Group Sessions
- Orientation Manual
- Audiovisual & multimedia materials
- Mentors
- 3 month check in

Board Training Activities





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"It offends me that they are now talking about evaluating our performance. They seem to forget we are volunteer board members."



What Do We Evaluate?



- Board's Meeting Process
- Individual Performance
- Performance of the Board as a working group

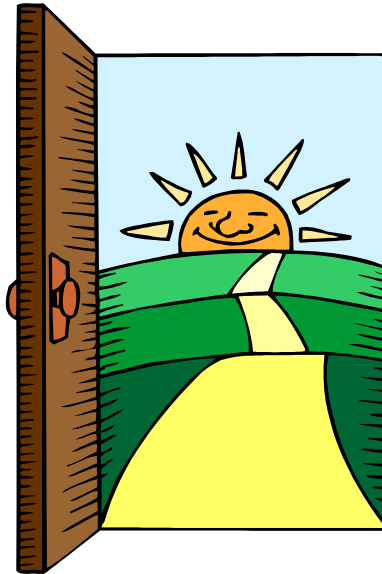
Assessing the Work of the Board

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



Evaluate the results and the process!

Why are Performance Expectations Important?



Performance Expectations

- Preparation & Participation
- Positive Relationships
- Code of Conduct
- Conflicts
- Progress & Results

Performance Expectations



As usual, the directors had not read their board package prior to the meeting!

Based on your experience today, how will you stop bumping down the stairs?



Board Development Program



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