



2017 ONPHA Conference and Trade Show

Shaping
our
Future

605

Board recruitment:
Attracting the right people

PRESENTED BY:

Ryan Turnbull, CEO & President of Eco-Ethonomics Inc.

Brigitte Witkowski, Former Executive Director (retired),
Mainstay Housing

Learning goals

1. How to create and implement an effective board recruitment plan
2. How to find the right people for your Board



**Seeking people with passion and skills to
advance your cause?**

Tips and tactics

Presented by Brigitte Witkowski

Vision Mission & Values





The Basics of Good Governance:

- Clarity on who does what and why – recruitment committee, board, corporation members
- Board governance policy framework and by-laws
- Terms of reference for recruitment committee
- Board member job description, code of conduct, conflict of interest, length of term, reasons for parting of ways



Annually, Governance Conducts Self-Assessment:



➤ Recruitment Ad

- Mission, vision, value
- Agency facts
- Board facts
- **“The Casting Call”**
- Quick facts on duties & commitment required
- How to apply, etc

➤ Word of Mouth

➤ ‘Board Match’

➤ Information Sessions especially for tenants



Test for Fit and Passion through --

➤ Pre-Screen based on responses

Over the telephone based on resume

- Why are they interested**
- Overview of strategic plan**
- Overview of opportunities and issues**
- Description of board governance style**
- Board composition**



Test for fit and passion through –

➤ **Application & Info Package**

- **Mission, vision, values**
- **Agency key facts**
- **Board job, code of conduct, conflict of interest, term of office**
- **Sample minutes**
- **Board attendance schedule meetings, agm, other**



Test for fit and passion through –

- **Interview by recruitment committee**
 - Why is the mission important to you
 - Experience on board and board process
 - Committee you want and why
 - Why a conflict of interest policy matters
 - What does confidentiality mean
 - What would you do if you disagreed with Board decision
 - Expectations of key staff
 - At the end of term – what difference have you made



Test for fit and passion through –

- **Interview with board president
to discuss board culture**
 - **Brief telephone conversation to
discuss board culture, decision
process, etc**





- **Recommendation to the Board for approval**
- **Recommendation to the membership AGM**
- **Speech, speech – getting to know you**



Focusing passion and fit through –

- Directors and Officers commitment letter
- Conflict of interest and code of conduct declarations
- Orientation meeting
- Board policy manual
- Board tools and support materials
- Buddy
- Governance education course
- Annual board evaluation



Your questions and feedback
Please!



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605 Governance: Board Recruitment

Putting the importance of ONPHA into words

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Standard Steps in the Process

1. Establish a Board Development/Recruitment Committee
2. Prepare for Launching Active Recruitment Effort
3. Develop a Profile of the Current Board and Identify Future Needs
4. Develop a List of Prospective Members
5. Make Contact with Candidates
6. Schedule and Conduct Orientation Sessions with Candidates
7. Select and Appoint New Board Members



Recruiting for Organizational Effectiveness

Recruiting for Organizational Effectiveness

- When recruiting board members, you should think about at least three levels
 1. **Operational Functions** – expertise in law, marketing, finance, strategy, government relations, community development, program design, evaluation, sales/fundraising, and human resources.
 2. **Sector Knowledge** – familiarity with non-profit sector, knowledge of housing sector, government policy, knowledge of stakeholders, and relationships with strategic partners.
 3. **System Literacy and Efficacy** – ability to recognize opportunities, navigate and influence the system for mission fulfillment.



Ensuring Board Diversity

Board Diversity

- Use a board matrix for ensuring diversity
- Board should reflect the community (i.e. population) that it serves
- Diversity factors include:
 - Gender
 - Age
 - Socio-economic status
 - Ethnicity
 - Geographical location



Meeting the Organizations Future Needs

Strategic Recruitment

- Must anticipate the needs of the organization based on its strategic directions (set by the board).
- Having a clearly articulated direction enables you to identify skills and competencies you will need for tomorrow (e.g. if an organization decides to start a social enterprise, then new skills and competencies are often needed at the board level)



Recruiting Tendencies and Techniques

Tendencies and Techniques

- **Board information packages** – board members need information, orientation, on-boarding, and unique kinds of support
- **Recruiting from board network** – this has its advantages (i.e. people who are passionate and invested are telling others that know and trust them), but has significant drawbacks in ensuring board diversity (i.e. breeds nepotism)
- **Cast the net wide** – use websites like *CharityVillage*
 - ❖ *Be specific about your ideal candidate when posting.*





www.ecoethonomics.ca
(905) 831-1037

Ryan Turnbull, President and CEO
ryan@ecoethonomics.ca