

Board Member Recruitment Process (Sample)

(Specific content should be modified to reflect your organization's unique needs.)

The types of qualities and skills we are seeking in board nominees are as follows (based on board discussion):

We need people:

- who are adaptive
- who are potential officer material
- with a big picture, strategic perspective
- with vision both in terms of conservation and the organization
- who will help increase the profile of the organization nationally
- who are available now
- who can self-fund to participate in meetings; and
- who have access to resources or networks.

The most important qualities are passion, leadership, and an ability and willingness to work (with the given that passion for our mission is there).

The process for vetting and selecting nominees to the Board:

1. A matrix of board member skills and attributes is created. This matrix is reviewed and updated periodically to ensure it reflects current needs and to identify gaps in board member skills and attributes.
2. Names of potential board members are suggested by current board members or staff.
3. The Governance Committee conducts an initial, informal discussion about various individuals whose names have been suggested and decides whether or not to pursue any of them.
4. One or two individuals are selected for further review regarding the potential fit of their skills with the board's needs.
5. The resume of these individuals is circulated to committee members.
6. One member of the committee has a very general, initial conversation with the individual(s) to determine whether there is any interest in pursuing a more detailed conversation about potential board membership. During this conversation the 'roles and responsibilities' listed below are shared so the potential candidate is aware of what they are getting into.
7. A more detailed telephone interview is held between the candidate and two or more Governance committee members.

8. A recommendation is made to the full board to invite the candidate to the next Board meeting to meet the Board as a nominee to the Board of Directors.
9. At the end of the meeting, the individual is appointed to the Board.
10. At the next AGM the appointment is formalized (the organization bylaws must be consulted and adhered to throughout this process and may require an approach different than described above).

Each step in this process depends on the successful completion of the previous step. However, once an individual is invited to attend a Board meeting, there would need to be the discovery of extraordinary, unexpected and negative information in order for the individual not to be invited to join the Board of Directors at that time.

Board Member Roles and Responsibilities

All Board Members are expected to demonstrate the following:

- Current XY Org. membership
- A demonstrated interest in and commitment to XY Org.'s mission and a willingness work collaboratively with other board members and staff to achieve the organization's goals
- Specific experience and/or knowledge in at least one of the following areas: Environmental Campaigning, Strategic Planning, Finance, Fundraising, Public Relations, Communications, or Organizational Development
- Representative of a key aspect or segment of the population or membership.
- A willingness to expand knowledge or board responsibilities through orientation and ongoing training
- A willingness to represent XY Org and its mission to the public
- A willingness to participate in fundraising activities
- Ability and willingness to attend all Board meetings and the Annual General Meeting, and to serve on committees or working groups in between meetings where one's expertise would add value
- Be informed about the XY Org's mission, services, policies, and programs
- Review agenda and supporting materials prior to board and committee meetings
- Make a personal financial contribution to XY Org., to the best of one's abilities
- Inform others about the XY Org and encourage them to become a member or donor
- Suggest possible nominees to the board who can make significant contributions to the work of the board and XY Org
- Abide by conflict of interest and confidentiality policies
- Refrain from making requests of the staff that would involve a significant time commitment or be outside of approved work plans without the prior approval of the Executive Director (or, in the case of the Executive Director, the President)
- Follow through on all commitments made to the Board e.g., projects between board meetings

Responsibilities of all Board Members

- Maintain the continued wellbeing of the organization
- Help define the XY Org vision
- Oversee development of the mission
- Set board policy
- Create an integrated nationwide strategy for achieving the organization's mission
- Set high-level strategic direction (in concert with staff)
- Protect the charitable number
- Oversee the financial health of XY Org
- Participate in fundraising
- Promote XY Org' brand and identity
- Ensure that programs are meeting the mission of the organization
- Maintain active involvement in organization affairs
- Stay informed about organization issues
- Ensure that donors' intentions are honored
- Respond to members concerns
- Maintain regular contact between Board Members
- Participate in local activities as appropriate
- Seek consensus in decision-making
- Consider service as an Officer of the board

Officer Responsibilities

Responsibilities of the President

The President provides leadership to the volunteer board in ensuring that the board meets all its responsibilities. Specific responsibilities include:

- Appoint, subject to ratification of the board, chairpersons of standing committees and any special committees
- Promote the development of selected volunteers to assume future key leadership roles in the organization, particularly executive positions and committee chairs
- Communicate frequently with, and supervise, the Executive Director, assuring that the internal operations of the organization are conducted effectively and with maximum efficiency toward achieving its stated objectives. Supervision of the ED is done with the consent of the Board and within the scope outlined in the Strategic Plan
- Oversee the long-term planning and goal-setting process for the organization, and ensure that the committees of the board and staff members work cooperatively so that the planning functions can be accomplished
- Ensure that personnel evaluations take place for board and Executive Director, as well as program evaluations. Ensure that the board regularly reviews progress of the organization
- Guide and promote effective Board processes and communications, and proactively addresses conflicts that arise at the Board level.



- Chair Board meetings and guide development of meeting agendas
- Chair the Executive Committee
- Orient the new President

Minimum Job Requirements for the President

- Demonstrated commitment to the goals and objectives of and a record of support for XY Org
- Demonstrated leadership that will enhance XY Org' image in the general public
- Record of experience as a volunteer leader with responsibility in one or more major functions of XY Org
- Willingness to expand knowledge about board responsibilities and chair responsibilities through on-going training
- Willingness and ability to represent XY Org to the public
- Willing to contribute six to fifteen hours per month as XY Org' volunteer leader

Responsibilities of the Vice President

- Understand and assist the duties of the President. Undertake such duties in the President's absence.
- Special responsibility for keeping Board Members in touch with the organization between meetings (e.g., oversight of board committees)
- Monitor status/completion on action items arising from Board meeting
- Carry out special assignments as needed
- Serve on the Executive Committee. Chair at least one committee.
- Orient the new Vice-President
- May serve as a position to prepare for a future term as President

Responsibilities of the Secretary

- Is responsible for ensuring the Society is in compliance with all bylaw requirements regarding:
 - The annual general meeting
 - Notices of regular and special Board meetings
- Prepares, or oversees the preparation of the minutes, reviews them for accuracy, circulates the minutes in a timely fashion (i.e. within 2-3 weeks of a meeting), and ensures they are reviewed and adopted at a subsequent meeting
- Keeps the minutes of all meetings of the Board of Directors in one or more books provided for that purpose
- Makes available to all members or their representatives such books for inspection at all reasonable times
- Is the custodian of the records of the Society
- Sees that documents on behalf of the Society are properly executed in accordance with the provisions of the By-laws
- Keeps a register of the mailing address of each Board of Directors
- Is familiar with Board policies and is responsible for ensuring policies are complied with and regularly reviewed and updated
- Sees that all the official papers of the Society are safe, and if necessary, retains copies of

important documents

- Tracks the Board decision-making process to ensure actions are completed
- Tracks Board members' terms, officers' terms, and committee membership, meeting trustees' attendance, and notifies the Governance Committee of expiration dates
- Serves on the Executive Committee
- In general, perform all duties incident to the office of Secretary and such other duties as from time to time may be assigned by the President or the Board
- Makes sure that there is a quorum at Board meetings.
- Orients the new Secretary.
- May be in a position to serve a future term as President

Qualities and Skills of the Secretary

- Well organized
- Attentive
- Familiar with and able to understand constituting documents such as bylaws
- Able to delegate tasks, while ensuring that those tasks (minute circulation, legal filing) are completed properly, and on time

Responsibilities of the Treasurer

- Monitor and report to the board regularly on the financial integrity of the organization
- Ensure that all financial policies and legal requirements with respect to financial reporting are being followed
- Assures that the annual budget is prepared and that any material deviations be approved
- Serve on the Executive Committee
- Chairs the Finance Committee.
- Orients the new Treasurer
- May be in a position to serve a future term as President