



Recruiting and developing a High Performance Board

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Global Connections Chairs Forum – 13th June 2011

Governance - definitions



- ▶ “The systems and processes concerned with the overall direction, effectiveness, supervision and accountability of an organisation” –

Good Governance: A Code for the Community and Voluntary Sector



The characteristics of high performance boards



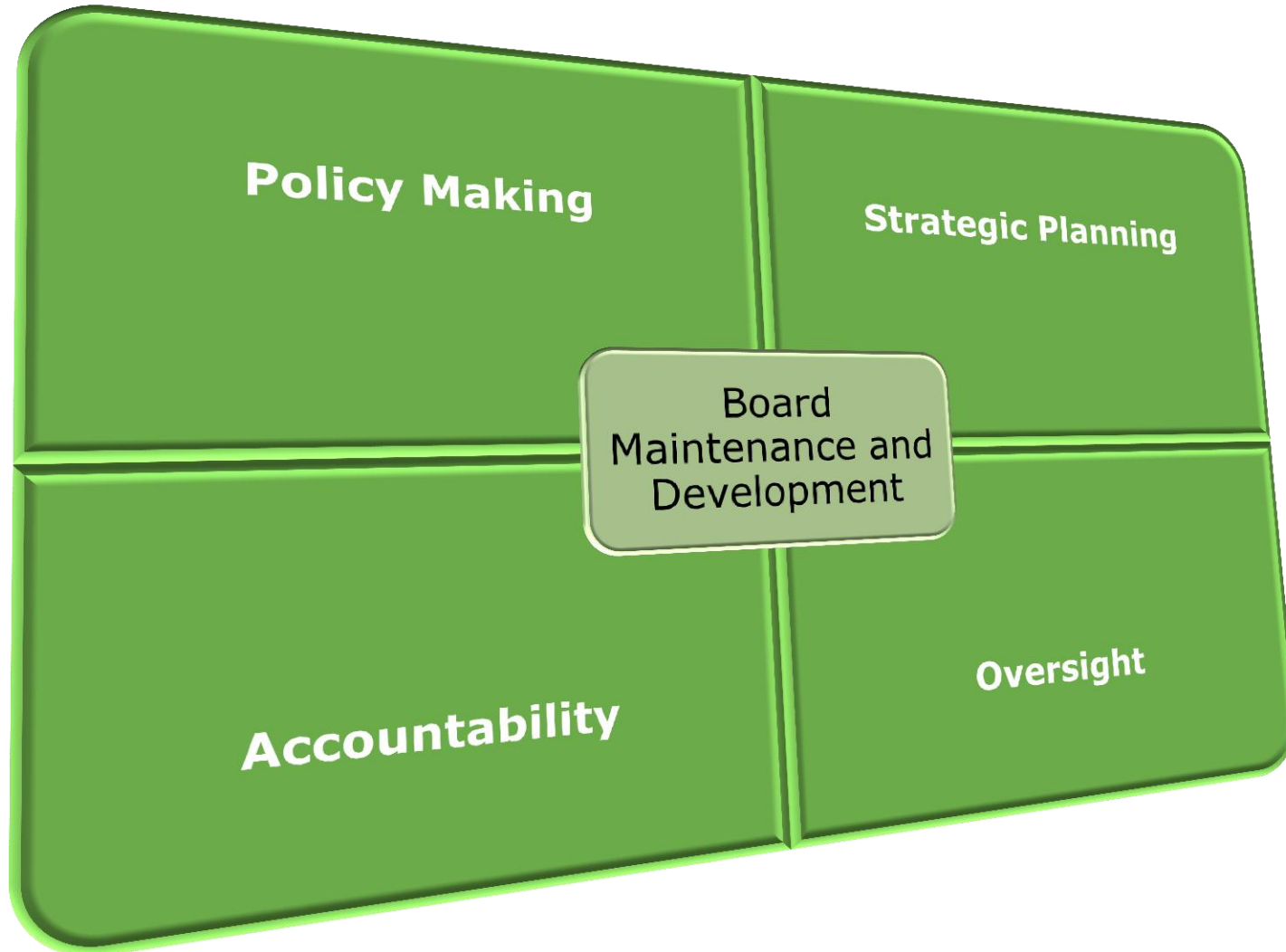
High Support

- ▶ Support – encourage, enable, celebrate
 - ▶ Stretch – challenge and improve
 - ▶ Scrutiny – examination and accountability
 - ▶ Stewardship – guardianship of the assets
 - ▶ Strategy – listening and having courage
- High Challenge

Julia Unwin's 5 S model



Governance Responsibilities



Recruited to Govern

- ▶ Trustees are recruited to govern the organisation, not manage

BUT

- ▶ Where do you start? Do people understand the governance role?



The Recruitment Process

- ▶ Skills and perspectives audit based on organisational needs, especially ability to be strategic and generative
- ▶ Succession planning
- ▶ Application pack
 - ▶ Job Description
 - ▶ Person specification
 - ▶ code of conduct
- ▶ Appointment process
 - ▶ Committee
 - ▶ Interview
 - ▶ Recommendation to the Board/appointment body



Induction



- ▶ What it means to be a trustee of the organisation
 - ▶ Understand the governance model
 - ▶ Expectations of the role – legal, commitment, training and learning, non-management
 - ▶ Organisation's finances
 - ▶ Organisation's policies
 - ▶ Governance Manual
- ▶ Who with
 - ▶ CEO, trustees, staff, volunteers, stakeholders, beneficiaries



Keeping the board effective



- ▶ On-going development of trustees
- ▶ Mutual Accountability
- ▶ External input to Board
- ▶ Terms of office linked to succession planning
- ▶ A “career path” for trustees
 - ▶ Champions
 - ▶ Mentoring
 - ▶ Committee membership
 - ▶ Vice Chair and Chair succession



Global Connections seminar

Recruiting - and retaining – trustees

Case Study

**Presentation by David Parry
(Chair of The Leprosy Mission
International)**

13 June 2011

Overview of presentation

1. Constitutional context
2. Nomination
3. Induction
4. Retention
5. Some issues

1. Constitutional context

- Memorandum and Articles
- Officers [4]
- Field representatives [5]
- Funding representatives [5]
- Independents [2]

2. Nomination arrangements

- Governance Committee
- Call for nominations from across the world
- Template for nominations
- Self-declared skills against skills matrix

2.1 Template for nominations

- Personal details, history, occupation and key responsibilities
- Christian background
- Involvement in mission or TLM's ministry
- What would be your major contribution to the TLMI Board?
- Skills or Experience Self Assessment

2.2 Skills matrix [a]

Each agency needs to develop a specific skills matrix, based on agency vision, values and strategy.

- Church Mission and Theology
- Networks with other mission groups
- Technical – Development
- Technical – Leprosy
- Research or Evaluation and Monitoring

2.3 Skills matrix [b]

- Financial Management
- Legal understanding
- Human Resources
- Promotion and Marketing
- Leadership and Management
- Personal experience of leprosy
- Experience on governing boards
- Other – please specify

3. Induction arrangements

- Half-day induction
- Governance Manual
- Chair and General Director involved
- Organisational
- Procedural
- Mentor/buddy system

3.1 Governance Manual

- Vision, Strategy and Structure
- Governing instruments
- TLMI Board
- TLMI policies
- Supplementary information

4. Retention arrangements

- Agenda construction
- Self-evaluation against Board-agreed criteria
- Self-evaluation against Charity Commission criteria
- Informal contact/prayer between meetings
- One-to-one interactions at each meeting

4.1 Agenda construction

Agendas are not about reports, but about keeping up to date with external issue and making strategy a key item

- Strategic
- Operational
- Educational
- Reflective
- Devotional

4.2 Internal self-evaluation

- Spiritual
- Contextual
- Core values
- Educational
- Interpersonal
- Analytical
- Political
- Strategic

4.3 External self-evaluation

1. Clear about purpose and direction
2. A strong Board with clear skills
3. Fit for purpose and understanding purpose
4. Learning and improving
5. Financially sound and prudent
6. Accountable and transparent

[Hallmarks of an effective charity]

5. Key Issues

- **Accountability**
 - To whom is your Board accountable?
- **Beneficiaries**
 - Who benefits from decisions made by your Board?
- **Relevance**
 - How do you know your Board/organisation is still relevant?