

Board Governance Essentials

Succession Planning

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Director, Volunteer Halton



**Volunteer
Halton**
Community
Development
Halton

Land Acknowledgement

Today, this gathering is being convened on the Treaty Lands of the Mississaugas of the Credit First Nation, and the traditional territory of many nations, including the Haudenosaunee, the Huron-Wendat peoples, and the Anishinabewaki. It is also home to many diverse First Nations, Inuit, and Métis peoples.

At Community Development Halton, we are proud to promote the spirit of helping, sharing, and caring for our neighbours without expectation that has been exemplified by each of these nations, as the first peoples of this land, for thousands of years. We wish to acknowledge our gratitude for the ongoing opportunity to live, work, and build community on this land.

We call for the reconciliation of current injustices as well as those that have been carried out against Indigenous communities which include but are not limited to broken treaty relationships. We commit to working towards creating a just, inclusive, and vibrant community for all.

We all have a collective responsibility to care for each other, to care for these lands, and it is past time to turn reflection into action. We challenge ourselves, and everyone joining us today, to commit to at least one tangible next step to move this work forward.



Community Development Halton

Through research, community development, planning, and promoting volunteerism, Community Development Halton (CDH) strives to improve the quality of life for all residents of Halton.

- **Two Pillars of Service:**
- Social Planning and Research
- Volunteer Halton

- www.cdhalton.ca | www.volunteerhalton.ca
- 905-632-1975

Volunteer Halton

We envision a Region where volunteerism is accessible, inclusive, and valued, contributing to community well-being and engagement.

- *CDH Educates Workshop Series*
- *Focused Conversations*
- *Volunteer Recruitment and Referrals*
- *Advocacy*
- *Catalyst for volunteerism and civic engagement in Halton Region*



- 20+ years of experience as a volunteer engagement professional
- Certified in Volunteer Administration (CVA) in 2019
- Director, Volunteer Halton
- Current President, Professional Association of Volunteer Leaders, Ontario
- Works closely with organizations and agencies who engage volunteers to provide:
 - Education and training workshops
 - Customized support
 - Data-driven research and resources
- Provide consultations and support to volunteer-seekers



Agenda

- Purpose of Board & Board Member Roles
- Board Succession Plan – what is it?
- The Board Building Cycle
 - Identify, Cultivate, Recruit
 - Orient, Involve, Educate
 - Evaluate and Rotate

Introduction

“Board succession planning is a critical task, but one that often doesn’t get a lot of attention”

-Beth Deazeley, LL.B, C. Dir

Former Vice-President, Regulatory & Corporate Affairs, Certified Management Accountants of Ontario

“Having a sufficient number of Directors, and being able to replace them when their term expires, is critical to the welfare of the organization”

-Tom Little

President, CMCS Consulting



Purpose of Boards

**The Board is the
Organizational
Steward.**

**Everything it does
should advance
and protect the
organization**

Set Direction

Vision

Leadership

Accountability

Stewardship

Non-Profits and Charities **MUST** have Boards

Committed to the mission

Expertise and skills

Represent the organization

Reflect the community the organization serves

Have one employee: Executive Director



Board Members & Board Roles

Six Basic Legal Duties of Directors

- Honesty
- Loyalty
- Care
- Skill
- Diligence
- Prudence

Duty of Care:

Standard of care to act honestly, practice due diligence, exercise power appropriately

Duty of Loyalty:

Acting in good faith, not profiting from decisions, avoiding conflicts of interest

Duty of Obedience:

Making sure that all policies are followed and adhered to in a consistent manner

Board Member Role



MEET: Prepare for and attend meetings

- Regular, special, members', planning, Board development

DECIDE: Engage in deliberations and make decisions

- Ask questions, express a viewpoint, make motions and vote

STEP UP: Contribute as an Officer and on Committees

KNOW: Become knowledgeable of the organization and its work

Board Member Role



PROMOTE: Represent and promote the organization through advocacy and at events

RECRUIT: Help recruit new Board members

ACT: Act in a way that reflects well on the organization

SUPPORT: Embrace decisions of the Board and support action stemming from those decisions



Board Succession Plan

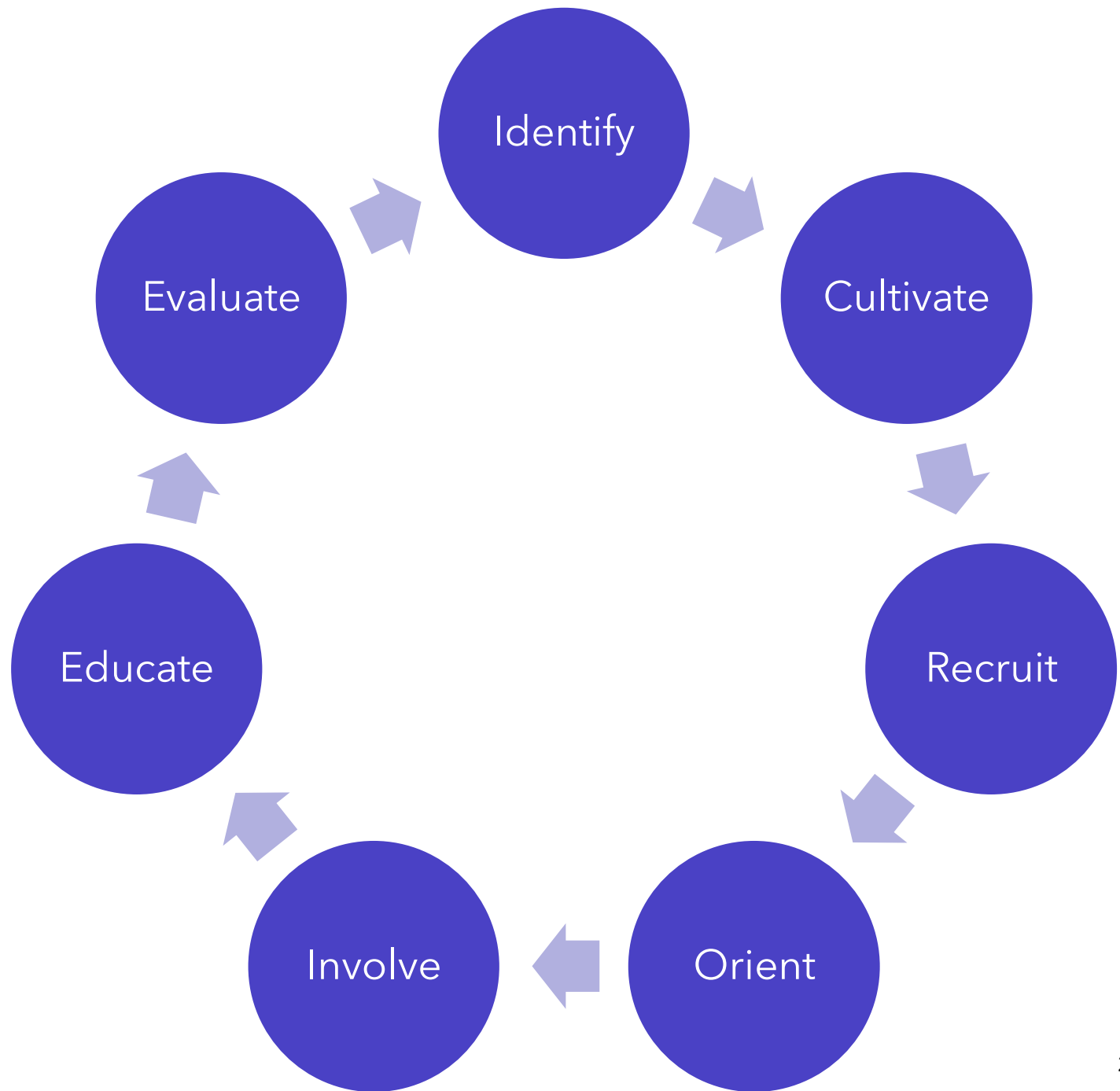
Emergency Departure

- When an individual unexpectedly resigns or is removed from the position

Planned Departure

- When an individual's term limit is approaching, or they announce an early departure

Board Building Cycle



Step One: Align Vision

Vision for Board & It's Leadership

- Strike a Governance Committee OR an ad-hoc Nominating Committee
- Develop & recommend criteria for board composition
- Address board refreshment process
- Create candidate profiles
- Lead the search for candidates



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Step Two: Identify barriers and opportunities



- Identify barriers
 - Be brutal and honest
 - Who isn't serving on your Board? Why?
 - What practices exist that hamper Board function and success?
- Access opportunities
 - What are the personal benefits and value serving on your Board offers?
 - Who should be serving on your Board?

Step Three: Know What You Need

Prepare for recruitment

- Legal requirements for electing or appointing directors
- Current board composition
- Roles and responsibilities of the board and its committees
- Diversity of the board compared to that of the communities that the organization serves

Assess vacancies

- Upcoming and potential vacancies
- Role description
 - *Specific personal qualities required by the directors and those in leadership positions*
- Board Matrix tool

“Who we have serving as directors is the single biggest determinant of the quality of governance in our organizations.

Would we hire a new employee without considering how they contribute to and fill gaps in the skills, knowledge, and competencies of those people already employed? When we bring equal diligence and care to board recruitment, then the board becomes a place where people want to serve”

Your Turn!

1. What are the key duties of Board members?
2. What skills, qualifications, backgrounds, or experience are you looking for?



Step Four: Target Your Recruitment

What is recruitment?

- Asking people for their help
- Giving reason to say “yes”
- Offering opportunities that match their needs, abilities, and availability
- Being welcoming and inclusive

Recruitment Tools

- Role description identifying need
- Application form and process
- Marketing materials and methods
- People and connections to carry out a plan

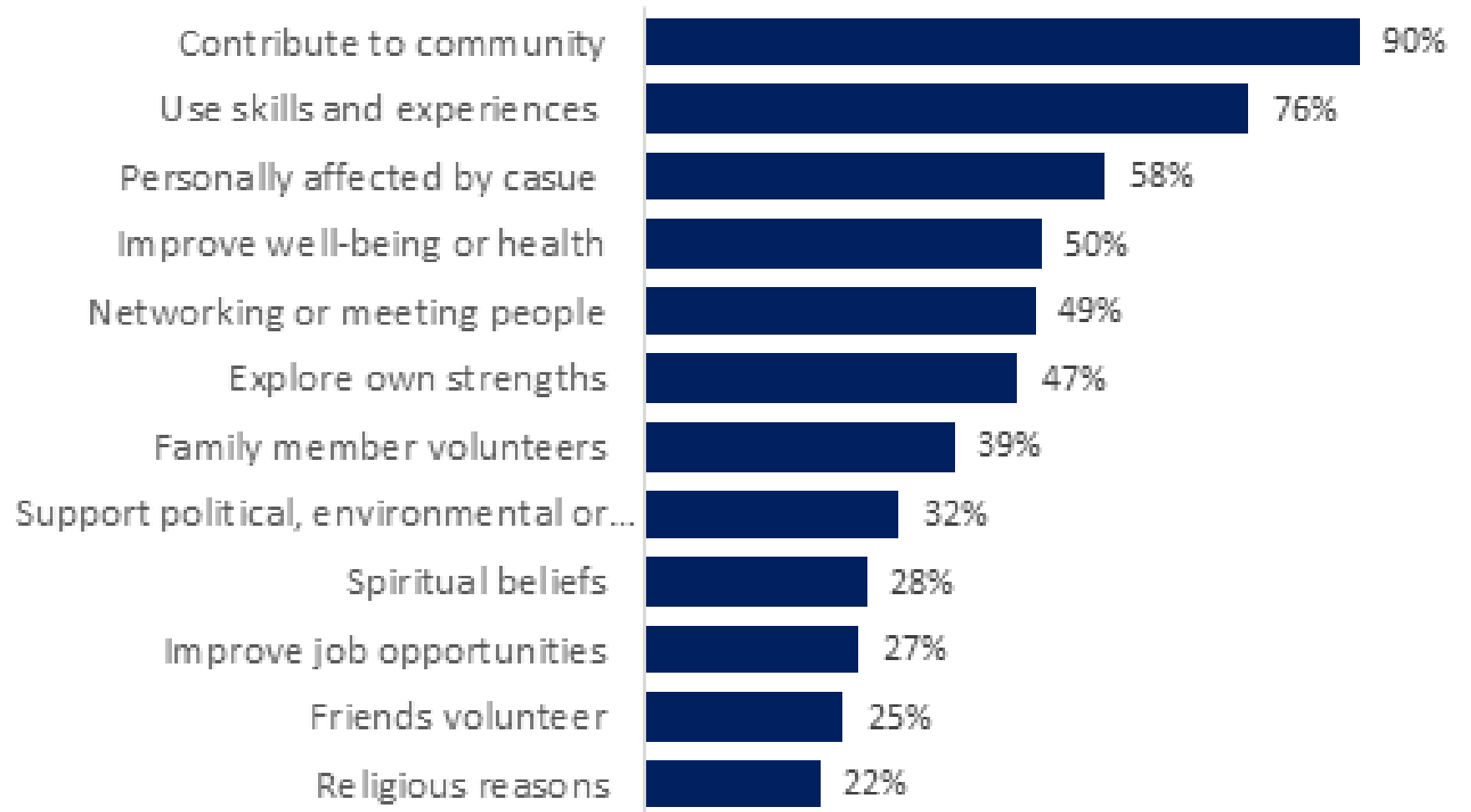
Recruitment is Marketing

**We are not selling
“widgets”...**

**We are marketing an
exchange of value for
value**

- Contribution to a worthy cause
- Enhanced reputation through connecting to a high-quality organization
- Building community capacity
- Development of new knowledge and skills
- Meeting new people
- Making business contacts

Why People Volunteer (Ontario)



Recruitment Plan

Plan to recruit

Recruitment Methods

- Volunteer Halton | VolunteerConnector platform
- Media releases, photos, ads, testimonials
- Use of technology: social media, website....
- Incorporate recruitment into organizational materials
- Community partnerships | Chamber of Commerce

WHO?

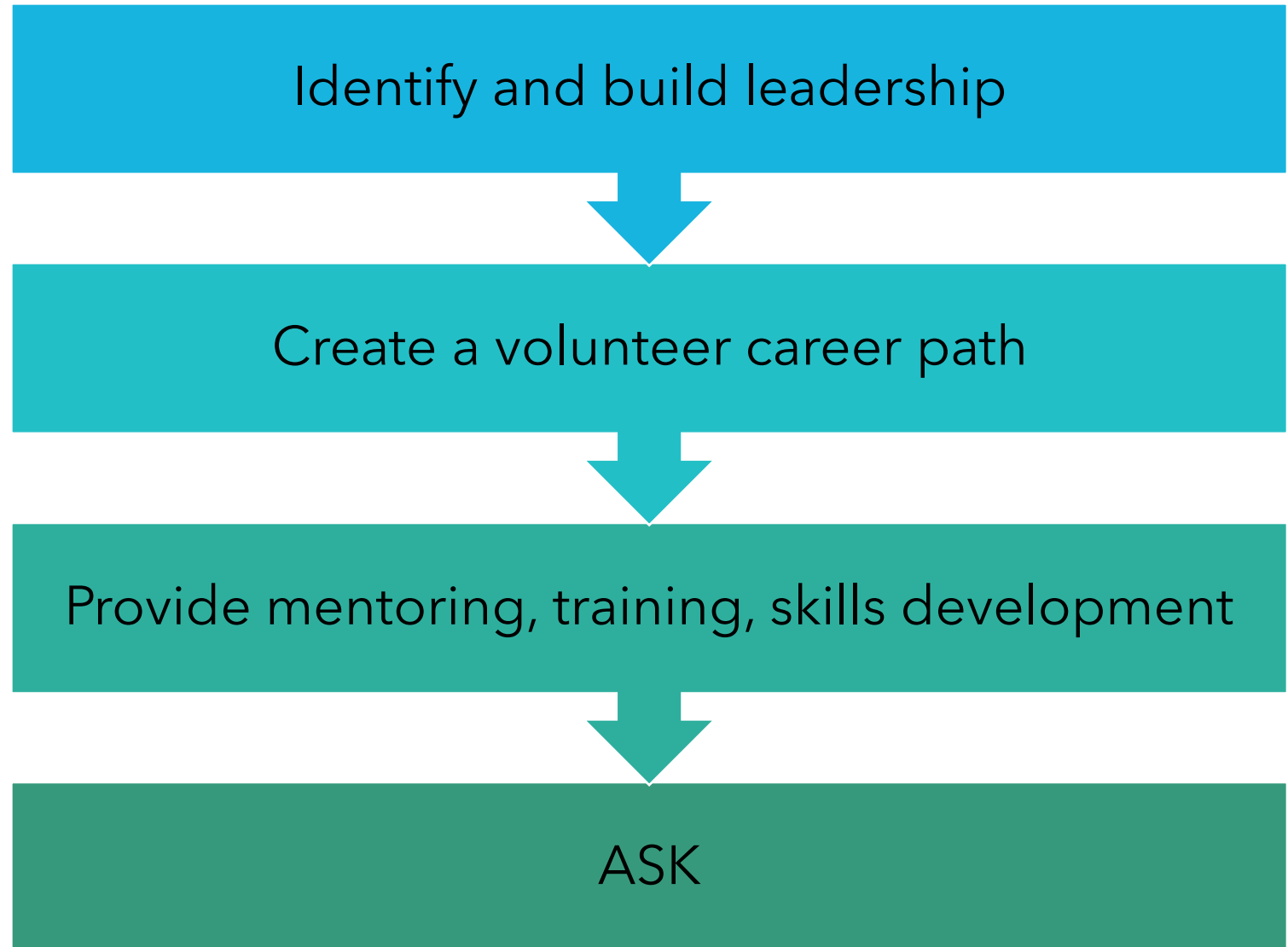
WHERE?

HOW?

MESSAGE?



Recruit from Within



Retain Board Members

Education: orientation, training, ongoing development opportunities

Communications & Support: regular and informative communications, pair them with a seasoned Board member as a mentor, respond promptly to inquiries and questions

Involve: include new Board members in organizational activities, ask them to serve on Committees, invite them to provide their expertise and feedback

Evaluate: good Board governance includes evaluating its effectiveness and that of its committees

Rotate: Encourage members to take up executive positions, ensure policies allow for board renewal, and that board composition reflects the people it serves

Plan to Recruit

- Planned and emergency departures
- Governance Committee or ad-hoc Nominating Committee
- Poor succession planning and recruitment will impact your organization's ability to fulfill its mission

Know What You Need

- Identify barriers to involvement and make changes
- Use Board Matrix Tool to assess gaps in skills and knowledge around the board table

Recruiting is Marketing

- Share YOUR board/committee leadership story
- Set up processes to help new directors be successful
- Recruit from within
- Volunteer Halton



True succession
planning takes time.
It is a process, not an
event.

Thank you



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Resources

- Tom Little's BIG Ideas for Non-Profit Boards (2011)
- Succession Planning workshop notes, Reva Cooper (2022)
- Nonprofit Law Ontario ([Home - Nonprofit Law Ontario \(cleo.on.ca\)](http://cleo.on.ca))
- [A Nonprofit's Checklist to Better Succession Planning \(Boardable\)](#)
- [20 Questions Directors of Not-For-Profits Should Ask About Recruiting, Developing, Assessing, and Renewing Directors, Richard Leblanc, CMC, BSc JD, LLB, MBA, LLM, PhD \(CPA, 2019\)](#)