



The Do's and Don'ts of Recruitment

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1. **Do** develop an application form or ask candidates for a resume if they have one available.
2. **Do** comply with term limits in bylaws or governance policies.
3. **Do** be honest about the current situation of the organization.
4. **Do** create a list of expectations for board members (how much time a board member is required to devote to board and committee activities, attendance expectations, focus on governance, rather than operational involvement, fundraising expectations etc.).
5. **Do** have current board members, not employees, communicate with prospective new members.



6. **Do** have candidates attend board and committee meetings as a guest, to observe and ask questions.
7. **Don't** ask retiring directors to find their own replacement.
8. **Don't** recruit or accept nominations of immediate family members of current staff or former staff (unless they have not been an employee for 5+ years).
9. **Don't** default the board's responsibility for recruitment to your executive director.
10. **Don't** allow the board to become out of balance with too many of any particular type of director or skill set.

Creative Recruitment 101



1. Bring prospective board members onto committees as members from the community at large. Determine their skills, dependability, interest, commitment and then (if appropriate) invite them to fill a board vacancy.
2. Advertise where you think there may be qualified people. Think about church bulletins, professional associations (teachers, accountants, legal profession, insurance, construction industries), family and nonprofit associations etc.
3. For executive positions, especially the chairperson, consider electing the successors a year in advance. "Chairperson – elect".
4. Watch retirement notices in the newspaper and in your workplace. Watch for people who are coming off other boards and may have an interest in yours!



5. Look for people who are new to your community and may be looking to create personal and professional connections.
6. Consider non-traditional members, such as youth, client/service user/participant representatives, union, cultural or civic leaders, suppliers of services or goods to your non-profit etc.
7. Establish a maximum number of “recycled” members who can return each year ... this requires the board to not take the easy road and to get creative and active in finding new members.



Board Skills Audit		Name of Member/Nominee							
Location	North								
	South								
	East								
	West								
Age	20-30								
	30-40								
	40-60								
	60+								
Gender	Male								
	Female								
Culture/Language	Aboriginal								
	Caucasian								
	Asian								
Board Experience	None								
	Some								
	Lots								

This is a sample template. Please revise It to fit your needs.



Board Skills Audit		Name of Member / Nominee							
Skills	Social Work								
	Legal								
	Rehab								
	Children								
	Financial								
	Business								
	Entrepreneurial								
	Labour Union								
	Communications								
	Marketing/PR								
	Human Resources								
	Consulting/Fundraising/Planning								
Affiliations	Political								
	Church								
	Service Clubs								
	Agency								
	Government								
	Business								
	Provincial Organizations								
	National Organizations								

Discussion Questions



1. How many vacancies will we have prior to our next AGM?
2. Conduct the Skills Analysis (adapt the template to meet your needs first). What skills sets or qualities are most important for incoming board members to have?
3. What are the term limits of your board (directors and executive members)?
4. How will we structure a standing Nominating or Board Succession and Development Committee? (who, what, how often, when, where).
5. What are the first 3 priorities for this committee? What are the timelines for each priority?