

# LEADERSHIP AND EQUITY INFORMATION SHEETS

For Boards of Non-Profits



MANITOBA ASSOCIATION  
OF WOMEN'S SHELTERS

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# Recruitment Policies

A recruitment policy is a standardized framework or rulebook that establishes a standard for all your recruitment practices and strategies as an organization. The purpose of a successful recruitment policy is to ensure consistency, uniformity, and compliance especially as it pertains to labour laws and legislation. They also protect the organization against legal risks and ensure that the selection process is fair and equitable.

To begin crafting your recruitment policy, answer these three questions:

- Philosophy - What is your hiring philosophy?
- Procedures - What are your recruitment procedures?
- Standards - What are your standards for the hiring process?



# Recruitment Policies

## Benefits of having a Recruitment and Selection Policy<sup>2</sup>:

- Clarity on the need of organization.
- Clarity on hiring policy process.
- Right fit for the organization culture.
- Sound hiring decisions.
- Make best use of employment policy.
- Better productivity by following the principles of the organization.
- Better culture.

## Some factors to consider:

1. The job ad's style should be consistent with the organization's unique voice. It should be addressed to 'you' in a polite and engaging tone. Jargon, complicated phrases and gender-specific language should be avoided.
2. Clarify details - What are you looking for in candidates? Are there certain values you want all hires to have?
3. Encourage using structured interviews which help mitigate hiring biases.
4. Although it's best to leave room to adjust between different roles, have a series of hiring stages as a reference, eg. background check.



# Recruitment Policies

Some steps that should be followed for an effective recruitment and selection process:

1. Vacancy Authorization
2. Develop or revise the job description
3. Design the Selection Criteria
4. Advertise the vacancy
5. Shortlist the candidates
6. Identify and select the interview panel
7. Assessment Tests
8. Conduct the actual interview
9. Conduct Reference Checks and Vetting
10. Select the most suitable candidate

Summary Table<sup>3</sup>:

**What are the principles guiding recruitment policies?**

<b>Principle</b>	<b>Description</b>
Fairness	It entails no bias in the recruitment and selection and is objective, impartial, and applied consistently.
Accountability	The interview panellists should be held accountable for the outcome of the interview.
Merit	The organization will hire the best candidate based on merit.
Equity	All prospective job applicants should be treated equitably without any gender bias.
Transparency	All aspects of the recruitment process should be done transparently and adequately documented.
Respect	All candidates should be handled with decency and respect.
Integrity	The recruitment process should be done so that the decisions made and actions taken can withstand scrutiny.

3: <https://www.thehumancapitalhub.com/articles/recruitment-policies-everything-you-need-to-know->



# Industry Standards for Board Practices

Board Effectiveness<sup>4</sup>: An effective Board should be independent and provide objective oversight of, thoughtful guidance, advice and constructive challenge to Senior Management. Board members should strive to facilitate open communication, collaboration and appropriate debate in the decision-making process. The Board should regularly assess its practices, and those of the Board committees, and should pursue strategies to enhance its overall effectiveness.

An effective Board include:

- Demonstrated sound judgment
- Initiative
- Proactiveness
- Responsiveness
- Operational excellence



# Industry Standards for Board Practices

## Board composition and independence

The Board should be:

- Diverse and, collectively, bring a balance of expertise, skills, experience, competencies and perspectives. *There should be appropriate representation of these skills at the Board and Board committees levels.*
- Take into consideration the organization's strategy, risk profile, culture and overall operations.
- Contributions of individual directors should reflect their particular expertise, skills, experience and competencies.
- The Board should have a skills and competency evaluation process that is integrated with the overall Board succession or Board renewal plans, and that pays particular attention to the positions of the Chair of the Board and Chairs of the Board committees. *Diversity should also be a factor in these plans.*
- It is important that the Board's behaviour and decision-making processes are independent, objective and effective, taking into account the particular circumstances of the member organizations.
- The Board's ability to act independently of Senior Management can be demonstrated through practices such as regularly scheduled Board and Board committee meetings that include sessions without Senior Management present.
- Effective Boards and Board committees require a Chair that is experienced, skillful and exhibits leadership that encourages open discussion and appropriate debate.



# Industry Standards for Board Practices

## Characteristics of effective board members

Board members should be knowledgeable about -

- The shelters and its business, strategic plans and operations.
- General structures and processes of the Manitoba GBV sector.
- Responsibilities under the federal and provincial law.
- Expectations of the shelter work.
- Best practices in the organizations, management of Boards and GBV sector.
- The Board's Code of Conduct and the Conflict-of-Interest processes and
- Issues that may affect the GBV sector, including its operations, clientele, public engagement.



# Industry Standards for Board Practices

## Skills of an effective Board member<sup>5</sup>

- Attends meetings regularly
- Is willing to serve on committees
- Speaks up during the meeting, not after the decision
- Keeps comments relevant
- Asks for the opinion of others
- Understands how to compromise
- Gives praise when due
- Accepts the majority vote in motions
- Reads background material and minutes
- Organizes thoughts before presenting
- Listens when others speak
- Keeps confidentiality of discussions
- Receives and gives constructive criticism
- Understands how to negotiate
- Keeps members informed
- Speaks as one voice outside the boardroom



# Industry Standards for Board Practices

**Board members can be held to personal account for the following:**

- Non-management: When a board member does not fulfil his or her individual/ board responsibilities.
- Negligence or wilful mismanagement: When a board member conducts duties poorly, improperly, or dishonestly.
- Conflict of interest or self-dealing: When a board member stands to gain personally from a transaction the organization is making.



# How to Draft an Ad for Board Recruitment

When it comes to board membership, only those best suited to the role can truly represent the interests of the organization and its stakeholders, while allowing for effective execution of governance and objective oversight. **The following points are recommended:**

- Develop a recruitment package containing the mission of organization, a short history and description of what you do, a board member's job description, the list of current board members and the executive summary of your strategic plan.
- Know before you approach them what it is about the person the board wants and members (organizations) needs.
- Try a three-step approach: ask if they would consider serving, if you can give them a recruitment package and then follow-up in a week. If they say no, ask if they would mind if you asked them again next year.
- Invite prospective board members to a board meeting.
- Consider a formal application and interview process to underscore the importance of the decision for both the board and the candidate.

## **To focus on recruitment regularly:**

- Put board recruitment on the agenda throughout the year – at least quarterly.
- Set up a standing board recruitment committee.
- Maintain a board prospects list.
- Keep several copies of your board recruitment package on hand.



# How to Draft an Ad for Board Recruitment

## **Some easy steps to a successful board Recruitment Campaign:**

1. Include board recruitment on the board's agenda for a 15-20 minute discussion at each of the next five board meetings. If your AGM is coming up fast, do not tie your recruitment process to it.
2. At the first meeting, discuss what you are looking for in new board members. This is probably the most important recruitment conversation you can have. Also ask yourselves how many new board members you want to recruit in the next year. (One new board member for every three prospects contacted is reasonable).
3. At the second meeting, create a list of potential candidates (those you know of) and a list of the people you need to talk who can suggest candidates. Create a committee or divide up the latter list of people (not your actual prospects) amongst the board. The members should "fan out" to prospect for candidates. Every board member should agree to make at least one prospecting call before the fourth meeting.
4. Before the third meeting, get three board members together to put together a draft recruitment kit including a draft letter of invitation and bring it to the third meeting for board review, editing and approval (with changes).



# How to Draft an Ad for Board Recruitment

5. At the fourth meeting put your heads together and outline a recruitment “script”. Develop a list of candidates, divide up the list and give each member a recruitment kit for the person they agree to approach. E-mail each board member the draft letter of invitation that they can customize to the candidate they are approaching. The approach should be made before the fifth meeting.

6. At the fifth meeting report on results of the month’s recruitment effort, evaluate, plan follow-up and, if necessary, continue the process with some additional candidates.

7. Hold on to your list of prospective candidates – note who you have called and when to get back to them.



# Advantages to Diversity within Board Members

Although the terms diversity and inclusion are interrelated, they have some important differences. Diversity is concerned with the representation within an entity. Here, we are focusing on the make-up of Board members.<sup>6</sup>

Most often, we think of members of a diverse environment as having the following differences:

- Racial diversity
- Ethnic diversity
- Religious diversity
- Sexual orientation
- Gender diversity
- Cultural diversity

In addition, there has been the introduction of several other diverse groups into our consciousness over the years. These include and are not limited to the following:

- Cognitive diversity: Differences in perspective and/or information processing style.
- Disability diversity: Intellectual, physical, mental, and/or sensory impairments which may create barriers to full participation in society.
- Gender identity diversity: A personal sense of one's own gender regardless of what they were assigned at birth.
- Socioeconomic diversity: Differences in economic level.
- Generational diversity: Age differences (e.g., Baby-boomers, Gen Z, Millennials).

6: <https://alsoweb.org/nonprofit-blog/benefits-of-diversity-and-inclusion-in-the-workplace/>



# Advantages to Diversity within Board Members

Diversity and Inclusion (D&I) experts have noted that employers are just now starting to explore other types of diversity, such as values, ability, and personality. This is known as deep-level diversity.

- Inclusion, on the other hand, is the company culture of wholeheartedly embracing all employees' differences and valuing them as an asset to the organization. The crux of inclusion is about how well the presence and perspectives of those diverse individuals are appreciated and incorporated into the work culture.
- A company can have a diverse environment on paper, in press releases, and in training, but still not be inclusive. An example of this is an organization which boasts a high percentage of women, black Canadians, and other minority groups. Yet, unfortunately, the management consists entirely of white men.
- Similarly, if executives and management don't value and respect the unique contributions of their employees' ethnicities, disabilities, and other characteristics, then that work environment isn't inclusive.



# Advantages to Diversity within Board Members

Diverse boards bring a valuable range of outlooks and opinions and can provide many benefits to their respective organizations, including:<sup>7</sup>

- Additional perspectives—A diverse board can better meet the needs of an organization's diverse set of clients and stakeholders. Various perspectives can help tackle ideas from new angles, allowing fresh insights to emerge and disrupt common thinking patterns.
- Improved corporate governance procedures—The board is responsible for establishing a system of rules, practices, and processes by which the company is directed and controlled. With diversity at the forefront, corporate governance practices can become more inclusive, positively impacting company culture and keeping pace with ever-evolving markets and consumer bases.
- Greater conflict resolution capabilities— Different backgrounds and opinions can catalyze expanding viewpoints and improving decision-making processes. Diverse professional and personal backgrounds may also be beneficial in resolving any workplace disagreements that arise.
- Enhanced organizational practices—A diverse board with a mix of genders, ethnicities, and career experiences are less likely to succumb to groupthink or dismiss new threats to a Board's pillars.

7: <https://insuregood.org/the-importance-of-board-of-directors-diversity/>



# Advantages to Diversity within Board Members

- Bolstered risk management tactics—A lack of diversity can open organizations to complex litigation and corporate liability issues. Since diverse boards tend to have better risk management and decision-making skills, such liabilities and risks may be avoided or minimized.
- Higher engagement levels—Implementing improved diversity practices can prevent the board from becoming stagnant by refreshing core skill sets and challenging potentially complacent board culture.
- Stronger compliance measures—Over the past few years, federal and state regulators have developed standards regarding diversity and inclusion expectations for organizations. Moving forward, organizations must account for board diversity to remain compliant with various laws and standards.

