Board Succession

The following self-evaluation worksheets provide a tool for reviewing the components of an effective board membership process. In order to determine the strengths and weaknesses in the board succession function of your board, assess the extent each of these statements reflect your agency and review the results.

I – Planning and Preparation

	Yes	No	Needs Improvement
1. The board and staff have assessed the tasks that the agency will undertake over the next two years and have determined its governance needs.			
2. There is an up-to-date listing of current board members, the length of their term, and an evaluation of their contribution to the work of the board.			
3. The future governance needs of the board are compared with current board membership in order to determine how many people are needed and to assess the type of knowledge, skills and experience required by incoming board members.			
4. A written recruitment plan has been developed that sets out objectives, activities, responsibilities assigned, and a time frame for completing and reporting on activities to the board.			
5. A standard recruitment kit is available which provides a profile of the agency, an organizational chart, a calendar of board meetings, time and financial requirements of board membership and a copy of the latest annual report.			

II – Leadership

	Yes	No	Needs Improvement

II – Leadership

1. There is a nominating committee which has been given clear instructions from the board with respect to its role in evaluating, recruiting, training and developing board members and leaders for the agency.

2. The nominating committee chairperson is knowledgeable about the governance needs of your agency, at this point in its development, and how the role, responsibilities and functions of the board are carried out.

3. The nominating committee members are comfortable in carrying out all aspects of the board membership function, including evaluation.

4. The nominating committee requests and receives input from the board chairperson, standing committee chairpersons and senior management, to assist it in evaluating the contribution of current board members and identifying educational needs.

5. The work of the board and staff in building the identity of the agency in the community has contributed to the recruitment and board development process.

III – Participation

1. A meeting is held with each prospective candidate who is provided with a standard recruitment kit.

2. There is honesty in the interview about what is truly expected of a board member for the agency, and the time and financial requirements of board membership are clearly specified.

	Yes	No	Needs Improvement
3. Following the initial interview, an assessment is made of the strengths and weaknesses of each prospective candidate against pre-determined criteria.			
4. Nomination and election procedures are properly followed.			
5. There is a standard, consistent orientation program used for all new members, which includes meetings with senior staff, with the board chairperson and with the standing committee chairperson.			
6. New board members are provided with a clear understanding of what is expected of them, and the basis on which their performance will be evaluated.			
7. New board members are assigned to a committee where their skills can be best put to use.			
IV – Follow Through			
1. There is a policy for board development and a budget for undertaking activities.			
2. Board members are made aware of, and encouraged, to participate in educational events which will help them carry out their function and prepare them for leadership roles.			
3. The nominating committee carries out a planned performance evaluation of board members on an annual basis, using written criteria which has been communicated to all members.			
4. The evaluation process is designed to be a useful opportunity to acknowledge the importance of each individual member to the work of the board.			

Yes	No	Needs Improvement

5. The evaluation process allows for identification of continuing education needs and potential future leaders.

6. The board has a policy on separating ("retiring") board members who do not meet the expected performance level.

V – Evaluation

1. The nominating committee reports regularly to the board on its year round activities.

2. The nominating committee receives support and useful feedback from the board and staff acknowledging the importance of their contribution to building and maintaining an effective board membership process.

3. The nominating committee assesses and evaluates the results of its activities at the end of each year and makes a written recommendation to the board on how the board membership process could be improved.

4. Procedures, forms, criteria and records of the activities of the nominating committee are available for use by the incoming committee.

Adapted from *A Handbook for Cultural Trustees* by Marion A. Pacquet with Rory Ralston and Donna Cardinal.