

# NPO GOVERNANCE TOOL BOX SERIES

Vol. 1, Issue 7, September, 2012

For private circulation only

## SOURCE FOR POTENTIAL BOARD MEMBERS AND CREATING A SUPPORT BASE



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## OUTLINE OF GOVERNANCE TOOL BOX

### Vol. I: Tools for identifying, recruiting and developing a Board

Issue 1: Characteristics of Board Member- [Click here to download](#)

Issue 2: What materials to be shared with the Board Members- [Click here to download](#)

Issue 3: Board Members commitment sheet (to be reviewed every year)- [Click here to download](#)

Issue 4: Areas to be covered in Board Orientation process-[Click here to download](#)

Issue 5: Board Diversity Matrix- [Click here to download](#)

Issue 6: Board Size- [Click here to download](#)

### Issue 7: Source for Potential Board Members and Creating a support base

### Vol. II: Job description (Including do's and don'ts)

Issue 1: Chairperson (Including do's and don'ts )

Issue 2: Board Members

Issue 3: Secretary

Issue 4: Treasurer

Issue 5: Vice-Chairman

### Vol. III: Board Evaluations

Issue 1: Board Evaluation Form

Issue 2: CEO performance appraisal form

### Vol. IV: Board Committee

Issue 1: Executive Committees

Issue 2: Audit Committee

Issue 3: Finance Committee

Issue 4: Human Resource Committee

Issue 5: Program Committee

### Vol. V: Policies

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Issue 2: Finance Policy

Issue 3: Conflict of Interest Policy

Issue 4: Gender Policy

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Issue 2: Setting the Agenda

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Issue 4: Taking Resolutions

Issue 5: Attendance

Issue 6: Following up on Decision

Issue 7: Evaluating a Board Member

## **Vol. VII: Creating a Board Manual**

Issue 1: Need for the Board Manual

Issue 2: Organization Essentials

Issue 3: Board Structure and Processes

Issue 4: Board – ED Relations

Issue 5: Executive Parameters

Issue 6: Review of Board Manual

# TOOLS FOR IDENTIFYING, RECRUITING & DEVELOPING A BOARD

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## SOURCE FOR POTENTIAL BOARD MEMBERS AND CREATING A SUPPORT BASE

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#### **1. INTRODUCTION:**

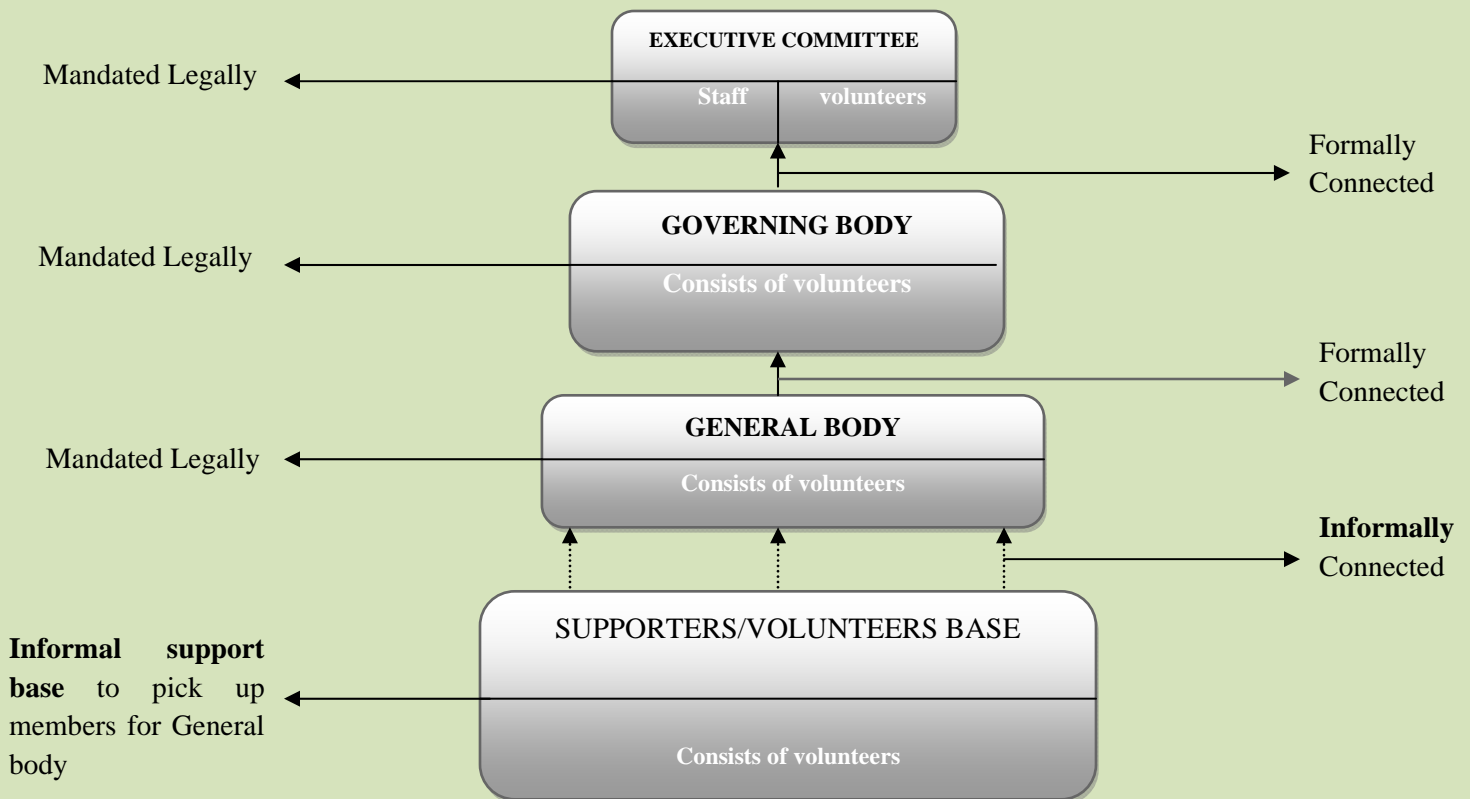
Board Members play a crucial role in any organization. They are the trustees who hold the organization in trust. At the same time, they are volunteers, don't derive any benefit from the organization and have to act as the ultimate reference point. The motivating factor for a person to join the Board of an organization is the cause for which the organization works.

**2. CHALLENGES FACED BY THE ORGANIZATION:**

Many trust deed/ Articles of Association / rules & regulation of organizations provide for rotation of Board members. When the rotation falls due, it becomes a challenge to identify new members. There are no material benefits for being on the Board and at the same time, there are sacrifices of time involved. Further finding persons who understand the principle of NPO Governance is also not easy.

Another important issue is of time. People who believe/ are motivated by the cause may not have time required to be in the Board. Potential Board members must be able to give time. In effect, this leaves the organization with a very limited option of persons available to be Board members. Unless, this is carefully planned and charted out it may so happen that when the time for rotation/change of members come, there may not be enough person to fill in the vacancy.

**3. VARIOUS LEVELS IN GOVERNANCE PROCESS:**



In an organization a General body and a Governing body is legally mandated and all the members are mostly volunteers. Some organizations also have an Executive committee that is above the governing body. Executive committee comprises of key staff and some volunteers. However, it is very much necessary to create a supporter or volunteer base from where the organization can pick up its potential Board members. This volunteer base is not mandated legally but is a desirable practice that an organization may choose to follow. The size of the volunteer base should be around 2.5 times the General body size so that in case of rotation/change of Board members the organization will have ample choices to opt from.

Keeping all this in mind, an organization has to systematically create a support base of potential Board members.

#### **4. CREATING A SUPPORT BASE OF POTENTIAL BOARD MEMBERS:**

In order to create a pool of potential Board members the first step is to have categories fixed. The organization has to set the skills/expertise that is required in the Board so that new dimensions can be brought into the Board. Finding potential members from diverse backgrounds with positive attitude to join the Board is essential. Please refer NPO Governance Tool Box Series, Vol-1, Issue-5, Board Diversity Matrix for more details regarding introducing diversity in the Board (*refer [http://fmsfindia.org.in/publication\\_upload/gov-series/gsv1i5.pdf](http://fmsfindia.org.in/publication_upload/gov-series/gsv1i5.pdf)*).

Possible sources from which an organization can identify members for the support base are:

- Board members of similar sized organizations.
- CEOs of other unrelated charitable organizations.
- Inviting volunteers
- Advisory committee members
- Community leader
- Staff of un-related donor agencies
- Domain specialists
- Technical experts

Just creating a data base or pool of volunteers is not enough for an organization. Even though these groups of people are legally not part of the governance process of the organization, efforts must be made to involve them in the organization in various ways. They can be made part of the organization in various ways. They can be made part of any sub-committee of the organization.

#### **5. ENGAGING THE SUPPORT BASE:**

- Nurturing the members by making them feel respected and valued and making them understand what the organization stands for.
- Making them feel that they are part of the process.
- Sharing information regularly with our volunteer base so that they are well informed about the organization.
- Inviting members to special occasions/meetings.
- Involving them by asking them to select committees or roles they prefer and be a part of non-legislative advisory/standing committees. Organization can ask the members to share their views on other areas in which the organization needs help.

By doing all this, an organization can create a strong volunteer base which can later be turned into potential Board members who can add value to the organization.

There is a tool kit given in the following page (*annexure 1*) by which volunteers can be selected to be part of the support base. The kit consists of few parameters to decide upon the selection of volunteers for the support base.

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***Watch out for the next volume on “ Job Description of Chair Person”.***



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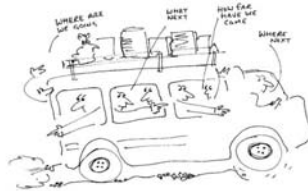






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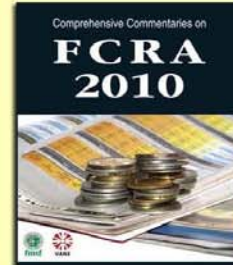
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