



Board Recruitment Service Grant



The Leadership Development & Strategic HR Practice is presented by American Express



The design of the Board Recruitment Service Grant has been generously supported by the Surdna Foundation

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Outline

- Introduction
- Leadership Development and Strategic HR (LDSHR)
- How does the Board Recruitment Service Grant fit in?
 - What are the deliverables and what value does the Grant bring
 - What is in scope for this Service Grant?
 - What are the criteria to qualify for this Service Grant?
- Process
 - Key milestones
 - Pro Bono Consultant team
 - Project management and tools
 - Timeline

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Leadership Development & Strategic HR

The Purpose:

- Help organizations think and act strategically with regard to talent management
- Use targeted leadership development to build capacity
- Integrate HR goals with broader priorities

The Result:

- Engaged employees
- Stronger, more aligned organization
- Standard practices and reduced administrative burden

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What experts and funders are saying



“Many successful business CEOs spend well over half their time on people-related issues. In contrast, the executive directors of nonprofits tend to devote the lion’s share of their time to fundraising.”

THE BRIDGESPAN GROUP

The Nonprofit Sector’s Leadership Deficit

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evelyn & walter HAAS, JR. fund

“A growing number of grantmakers are recognizing that leadership development is a key driver of organizational effectiveness and are beginning to invest in new and more robust models to help.”

SYLVIA YEE

Vice President, Evelyn and Walter Haas, Jr. Fund

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Book: High Performance Nonprofit Organizations

“Effective governance is not only more important for nonprofits...it is also more difficult to achieve”

Christine Letts et al.

Authors of “High Performance Nonprofit Organizations”

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The Change

Most organizations are here



Basic HR tackles the necessary tasks, but is often isolated from other initiatives.



Well-managed HR supports the organization and considers leadership, but isn't fully connected to the bigger strategy.

Our Leadership Development and Strategic HR Services Grants work to get them here



Strategic HR and leadership development fully integrates HR goals with broader priorities and tasks to create a stronger, more aligned organization.

Where Board Recruitment Fits in



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Board Recruitment

What does a Pro Bono Consultant team accomplish through this Service Grant?

- Guide the Client in articulating their board design
- Catalogue current board strengths and competencies
- Write clear job descriptions linked to strategic goals
- Develop pipeline and recruitment strategies
- Identify key marketing messages for use in recruitment
- Create evaluation guide to help assess candidates

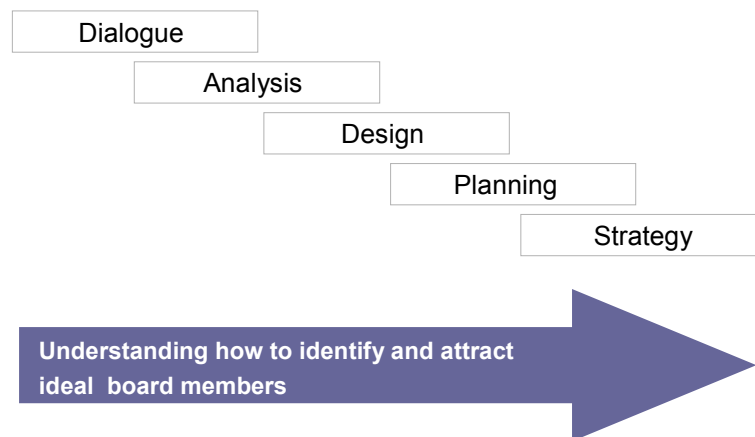
Why is this important?

Designing and building an effective board raises different challenges for every organization but is critical to an organization's long run success

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What Happens During a Board Recruitment Project



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Challenges that can be explored

Difficulty of recruitment and challenges related to this, including:

- Role clarity
- Positioning the organization and the role
- Identifying candidates
- Developing a pipeline of qualified candidates

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What activities are in scope

Board design

- *Clarify* (not develop) the Client's ideal board structure, its relationship with the organization, and attributes of board members
- Help articulate knowledge and ideas the organization already possesses

Market Analysis

- Describe the Client's current recruiting environment
- Help client understand recruiting possibilities and challenges for the future

Gap Analysis

- Assess current board against needs identified in Board Design

Position Profiles

- Create a set of up to 5 positions for which to recruit

Marketing and Recruitment Plan

- Generate key messages, revise materials, create communication guidelines

Evaluation guide

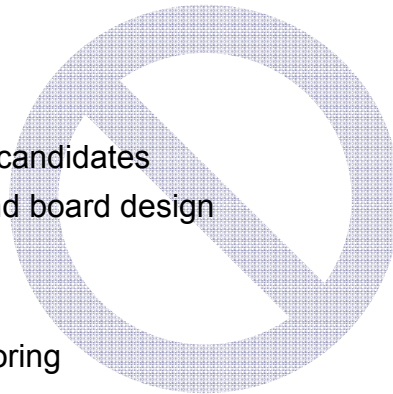
- Describe how to review candidates
- Provide guidelines for turning down, deferring, or repurposing candidates

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What activities are not in scope

- Getting an organization to basic or tactical level (HR 101)
- Strategic planning
- Board design from scratch
- Implementation of solutions
- Recruitment and evaluation candidates
- Organizational design beyond board design
- Staff recruitment
- Board management
- Executive coaching or mentoring



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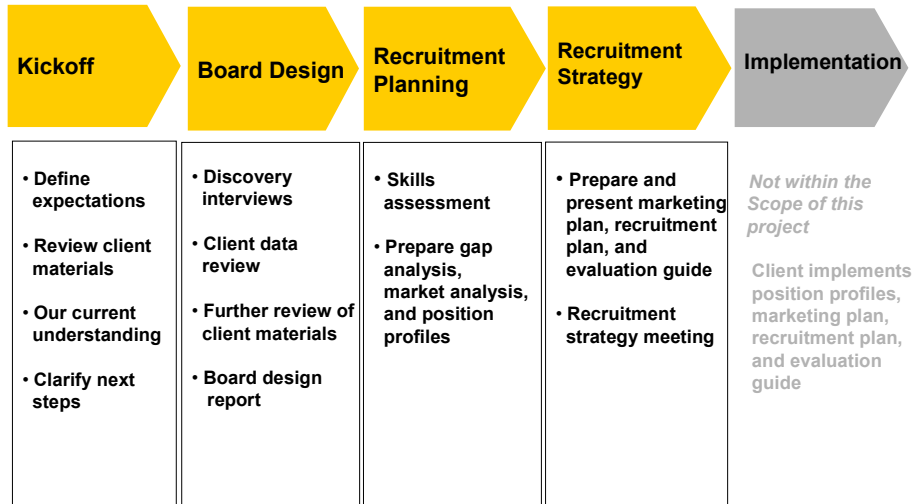
Grant Criteria

- Clearly articulated strategic priorities and organizational goals
- An Executive Director and Board of Directors who are strongly committed to this project
- Basic systems to manage board performance and recruiting
- At least three employees
- Staff that can invest the necessary time to make the project succeed:
 - Executive Director: 2-3 hours each week
 - Day-to-Day Contact: 3 hours each week
 - Board Representative: 2-3 hours each week
 - All Board Members: 1-4 hours each over the course of the project

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The Process



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The Board Recruitment Team

- Account Director
- Project Manager
- Recruitment Strategist
- Recruitment Associate
- Marketing Manager

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Management and Tools

Taproot Foundation Intranet

- Board Recruitment blueprint
- PowerPoint templates for key presentations
- Other templates:
 - Confidentiality agreement
 - Timeline spreadsheet
- Helpful articles and links

People

- Taproot Foundation Program Manager
- Fellow Account Directors



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Ideal Timeline*

Stage	Approximate Timing
Letter of Intent (LOI) sent	
AD Assigned/ Site Visit	1 month after LOI is sent
Staffed	2 months after LOI is sent
Kick Off completed	2 – 3 months after LOI is sent
Board Design presented	3 – 4 months after LOI is sent
Recruitment Plan presented	5 – 6 months after LOI is sent
Recruitment Strategy and Tools presented	7 – 8 months after LOI is sent
Project Closed	9 months after LOI is sent

* Ultimately depends on your team

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Litmus Test for a Successful Project

- Are the final deliverables adapted to the organization's unique needs?
- Does the organization have clear and realistic expectations about what the board can accomplish?
- How prepared is the organization to adopt the strategy and implement long term solutions?
- Are the tools and solutions simple, actionable, and aligned with the organization's culture?

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