



Hiring a New Executive Director Before, During, & After

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WELCOME



Today's Educational Seminar
“Hiring the Executive Director, Before,
During & After”



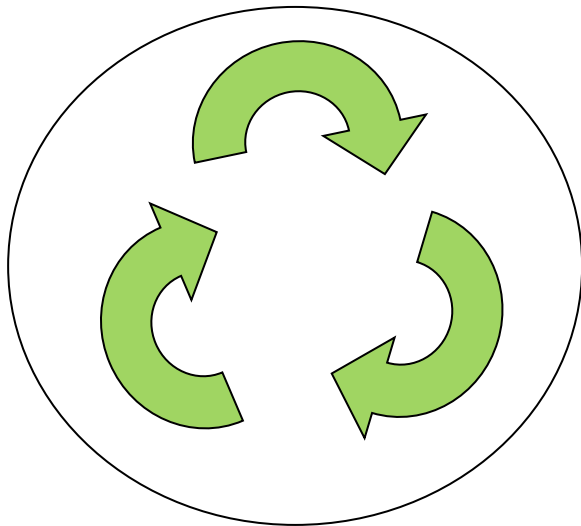
Disclaimer

- This is not legal advice
- I am not a lawyer
- Its practical advise is based on Not-for-Profits 'Best Practices' and CSAE annual surveys of 836 Executive Directors





1. The Hiring Process
2. During the Employment Phase
3. Termination



- Before
- During
- After



Age Demographics

- 50% under 50 years
- 50% over 50 years



Executive Director Turnover In Canada

- 10% leave their position each year, of these
- 34% of these are terminated by Board



Executive Director Anxiety and Burnout Rate

- 19% very burned out
- 33% somewhat burned out



“Time Bombs”





Potential Liabilities of a Board of Director

- Please consult a lawyer regarding the following topics
- Criminal Liability
- Civil Liability
- Employee and Workplace Liability
- Income Tax Liability
- Environmental Liability



Protection of a Board of Director

- Indemnification
- Insurance
- Independent Advice
- Disclosure of Competing Interests
- Due Diligence





BEFORE, Steps in the Hiring Process

- Succession Planning
- Is Your House in Order?
- Review the Executive Directors Mandate
- Assign Responsibility (i.e. A hiring committee)
- See Change as a Positive Opportunity



What Model of Governance Are You Using?

- Policy Board
- Operational Board
- Combination of Both



Role of the Board

- Alignment With Strategic Plan
- Role of the Search Committee
- Role of Existing Executive Director
- Confidentiality



Executive Director's Key Responsibilities

- Follow Board-driven Policies
- Advocacy Management (word of caution here...)
- Program Management
- Personnel Management
- Financial Management



- Fundraising/ Business Development
- Community Engagement
- Advisor to the Board

This role has a bottomless pit!







Steps to Hiring the New Executive Director

- Identify Strategic Challenges
- Set Time Lines
- Review Job Description
- Establish a Candidate Rating Sheet
- Consider Internal Candidates



- Advertise: Where, How, or If
- Use of Social Media
- Through the Network
- Do You Need Help In Recruiting?



- Human Rights, Citizenship and Multiculturalism Act
- Provincial Legislation



- Prepare Job Posting
- Work Your Network, Use Caution...
- Candidate Selection Process
- Consider 3rd Party Assistance
- Set the Right Tone
- Telephone Prescreen





Executive Director Compensation

- How Much to Compensate the Executive Director Salary?
- What If You Can't Provide A Competitive Salary?
- Incentive
- Benefits
- Options



Is Your Executive Director an Employee or a Contractor

- Revenue Canada Criteria Test
- Not To Be Confused With the Need For An Annual Contractual Agreement



- First Interviews
- Panel ?
- Create the Short List (4-5)
- Short List (Panel Interview)
- Check References (When?)
- Job Offer



Job Offer

- Negotiation
- Letter of Employment
- What if No One Accepts the Job?



Executive Director Tip



- **Bylaws**
- **Policies (2 types...)**
- **Strategic Plan**

**Treat your strategic all these as your
guiding documents**



Learning to read financial statements will give you a clear understanding of your organization's current fiscal realities, past trends and future prospects.



Executive Director Tip



**Place the Executive Director's
Report Early in the Agenda**



Board Member Interference

- Beware of the Board member that has the propensity to meddle or who has excess time to devote
- Well intended, yet misguided micromanaging



Consequences of Confusion: Role of Volunteers vs. the Role of Staff

- Personality and conflicting style
- A confused leadership model
- Directors are not strategic and volunteers meddle
- Scattered accountability
- Absence of volunteer training and orientation
- Factions within the organization
- The jobs are very different
- Lost confidence and respect



SAMPLE TIMED AGENDA

Name of Organization
Meeting of the board (or committee name)
Date, place, time (start and finish)

6:30 pm	Pre-meeting representation, presentations or orientation
7:00	1. Approval of the agenda
7:02	2. Conflict of interest declarations
7:05	3. Approval of or amendments to the minutes of the last meeting
7:10	4. Business arising from the minutes
7:20	5. Committee reports – motion to receive
7:25	6. Business arising from reports
8:00	7. New business (e.g., new program, organizational restructuring, public complaints - each accompanied by a proposed motion)
8:15	8. Management reports and discussion
8:20	9. Information items (motion to receive
8:40	10. In-camera items and report back to open meeting (e.g., collective bargaining
8:45 pm	11. Motion to adjourn



Board/Staff Responsibilities Checklist

Activity	Responsibility
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Planning:

Direct the planning process	Staff
Provide input to long range goals	Board/Staff
Approve long range goals	Board
Formulate annual objectives/business plans	Staff
Approve annual objectives	Board
Prepare performance reports on achievement of goals and objectives	Staff
Monitor achievement of goals and objectives	Board/Staff



Programming:	
Assess stakeholder needs	Staff
Train volunteer leaders	Staff
Oversee evaluation of products, services and programs	Board
Maintain program records; prepare program reports	Staff
Prepare preliminary budget	Staff
Approve budget	Board
Ensure expenditures are within budget during year	Staff
Solicit contributions in fundraising campaign	Board
Organize fundraising campaigns	Staff
Approve expenditures outside authorized budget	Board
Ensure annual audit of organization financials	board



Board Committees:	
Appoint committee members	Board
Call Committee Chair into action	Board
Promote attendance at Board/Committee meetings	Board/Staff
Recruit new Board members	Board/Staff
Plan agenda for Board meetings	Board/Staff
Take minutes at Board meetings	Staff
Plan and propose committee organization	Board/Staff
Prepare exhibits, material and proposals for Board and Committees	Staff
Sign/Approve legal documents	Staff
Follow-up on implementation of Board and Committee decisions	Staff
Settle conflicts between Committees	board



Personnel:	
Employee Chief Staff Officer	Board
Direct work of staff	Staff
Hire/discharge staff member	Staff
Decision to add staff	Board
Settle staff conflicts	Staff
Community Outreach:	
Interpret organization to community	Board
Provide organization linkage with other organizations	Board/Staff



So What Kind Of An Executive Director Do You Have?

- Too Weak?
- Too Strong?
- Just Right?



Areas of Concern - Examples

- Promises Unfulfilled
- Action Items Not Fulfilled
- Does Not Appreciate Financials
- No Board Report or Poor Report
- Hot Potato (Blame Game)





Executive Director/CEO Performance Evaluation

The Executive Director, as chief executive officer of the Corporation is responsible to the Board of Directors of the Corporation for the administration and enforcement of the (*name of Act and regulations*), execution of the board's policy and administrative directives, and for planning, organizing, coordinating and managing the operation of the Corporation's programs and services consistent with the pertinent legislation and within the general parameters of the approved annual operating plan and budget. This evaluation is intended to contribute to the board's assessment of the CEO's performance, consistent with the policies established to conduct such evaluation.

CEO Name: _____ Date of Evaluation: _____

Evaluated By: _____

Instructions Please complete the form using the following rating:

1 – Needs improvement

2 – Meets expectations

3 – Exceeds expectations

D/K – Have not had adequate opportunity to observe the CEO's performance with respect to the item in question



A	Executive Support to the Board	1	2	3	D/K
1	Provides the staff support and information necessary for the Board to effectively and efficiently conduct its business, develop long-term and annual corporate objectives and monitor progress in achieving goals.				
2	Inspires and challenges the Board and its members to productively and constructively fulfill their governance responsibilities.				
3	Provides sound and timely advice and assistance to the Board and its committees.				
4	Appropriately seeks and uses advice and assistance from members of the Board.				
5	Uses the time of board meetings and members efficiently.				
6	Reports regularly to the Board on activities of the Corporation and any internal or external event that may have a major or unusual effect on the Corporation.				
7	Manages the work of the organization within the broad parameters and policies established by the Board of Directors.				
8	Works with the Board and its committees in a respectful and collegial manner.				
9	Works to ensure that each Board member is recognized and appreciated for his or her work on behalf of the organization.				



D	Financial Administration and Risk Management	1	2	3	D/K
1	Manage the Corporation's affairs within the approved operating and capital budgets and approved discretionary authority.				
2	Has established systems for monitoring and controlling expenditures within approved budget levels.				
3	Periodically provides expenditure forecasts and financial reports to the Board in a readily understood format.				
4	Secures, with the assistance of the Board, the resources necessary to implement and maintain the Corporation's programs.				
5	Provides periodic reports as required to funding authorities.				
6	Judiciously manages, or supports the board in management of, investments and reserves.				
7	Demonstrates conscientious custodianship for the assets of the Foundation.				
8	Ensures the development and maintenance of "risk management" policies and procedures that will minimize financial, public relations and other liabilities for the Corporation, its Board, staff, agents and clients.				
9	Alerts the Board to incidents, occurrences, or activities that may place clients, staff or the Corporation at unusual risk, censure, criticism or public disapprobation.				
10	Ensures that the Corporation complies with all relevant statutory and governmental regulations.				



C	Program Management	1	2	3	N/A
1	Manages the design and implementation of programs and services efficiently and effectively within the approved operating plan and budget.				
2	Ensures, within the limits of available resources, an optimal range, level of standards and quality in programs and services.				
3	Provides informed leadership and direction for programs and staff.				
4	Delegates appropriately to other staff members.				
5	Initiates and/or co-operates in joint ventures with other non-profits to leverage the corporation's resources in pursuing its objectives.				
6	Provides periodic programs reports to funders consistent with their requirements.				



B	Planning, Organization and Policy Development	1	2	3	D/K
1	Provides strong leadership, partnering with the board in development of a broad corporate planning framework as the foundation for annual planning, budgeting and program activities.				
2	Presents a sound annual operating plan for consideration/approval of the Board.				
3	Establishes and maintains information systems that permit a continuing assessment of the implementation and impact of the Corporation's plans.				
4	Establishes and maintains (within the limits of available resources) mechanisms for monitoring and evaluating the impact and effectiveness of the Corporation's plans and programs and the quality of its programs and/or services.				



Major Accomplishments past year:

CEO Acknowledgement/Plans: _____ **Date:** _____

Professional development plans for coming year:



Have You Tuned Out Your Executive Director





Lack of Accountability

- Board and/or Staff





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**"I didn't say anything during the meeting,
but I don't agree with the rest of the Board
on this issue."**







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As usual, Bob started the year complaining that he had another "Chairman from Hell".





Executive Director Doing Fine, but Not Great

- Executive Director Evaluation Template, Annually
- What Are the Gaps?
- Give Board Feedback and Provide the Time of the Next Review
- Professional Development
- Change of Direction



Advising Chief Staff Officers
and Boards of Directors



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"The next item of new business is Frank's performance appraisal. I move that we table it for another year...all in favour?"



When the Executive Director Resigns

- Do You Have a Succession Plan?
- Request a Letter
- Business As Usual
- There Goes Your Database???
- When is the ED's last day



Employee Putting In Time





Board Termination of An Executive Director

- Do You Have a Succession Plan?
- When to Terminate an Executive Director?
- For Cause (use caution)
- With Dignity
- Passwords, Keys, etc.
- How Do You Inform Others



“I sometimes think that the saving grace of Societies lies in the fact that the overwhelming majority of our members are possessed of two great qualities: a sense of humor and a sense of proportion”.

Terry J. Clark



Thank You

- Evaluations
- Q & A

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