

Candidate Screening Process Elements

Nominations committee established to set the candidate criteria, search, interview, and recommend new candidate(s)

Establishment of nominations committee (terms of reference and members), charged with the job of setting the candidate criteria (e.g. skills, expertise, diversity, etc.), driving the candidate search, collecting, applications, shortlisting and interviewing candidates, and recommendation of candidate(s) for appointment.

Review skills matrix: identify gaps and required skills, knowledge, and expertise

Review the skills audit results that you completed in *step four: conduct a skills audit* and utilise them to inform the criteria that you will recruit board candidates on. Consider gaps already apparent and those that will be created by board members who are leaving now, and those leaving in the near future.

Review current and future organisation requirements and strategy: identify desired and required candidate attributes

How do your organisational goals and plans align with the skills, knowledge and expertise from potential board candidates? Who and what do you need around the board table to help you achieve these objectives? Reviewing your strategic plan, operational landscape, and organisational requirements over the short-to-medium term will highlight the desired and required attributes of new board members.

Identify desired diversity characteristics

Every organisation can benefit from bringing diversity into the boardroom. Diversity factors can relate to gender, age, religion, culture, place of birth, socioeconomic status, disability, etc. Take cues from your customers as a starting point and then layer in audiences where you feel you need more representation from. For example, as female participation increases in traditionally male-dominated sports, how can your organisation capitalise on this growth by bringing a female voice to the boardroom?

Candidate demonstrates that they understand what is expected of them and confirm that they are willing to make the necessary commitment

The board member position description helps to clearly layout the expectations and requirements of board members. Having this conversation with the board member and having their verbal acceptance of these requirements ensures everyone is contributing equally. Additionally, having board members sign their position description is a physical act that further helps embed the importance of these shared requirements.

Candidate meets the requirements laid out in the constitution

As per your organisation's constitution, make sure the candidate is eligible to apply for a board vacancy and eventually be elected or appointed on to the board. Having a checklist as part of your recruitment process will help ensure this vital step is not missed.

Candidate given relevant information to assist with initial enquiry (for example, history, purpose, and overview of organisation; current strategic plan; current board members' bios; funding overview; constitution; latest annual report)

Each potential board member undertakes their own due diligence into the organisation they may be joining. Providing them with this information helps an individual better understand the organisation and helps them to make their initial decision about nominating for your board (or not). Providing this information on your website – along with other information related to your board vacancy and candidate requirements – helps potential candidates to make a better-informed decision and makes you look like a quality organisation worth joining.

Candidate given relevant information to assist with their due diligence (e.g. past Annual Reports; Full board packs including minutes of past 3 board meetings; planned board and Committee meeting dates; Board calendar; Committee charters; Organisation chart; Board charter; Director position descriptions)

As a candidate progresses along the recruitment pathway further information should be shared with them to help give them a deeper understanding of the organisation: its history, recent history, where it's going, its financial position, and other important information. This information further helps the candidate understand the time required of them, their requirements, your expectations of them, and the type of culture on your board. If this candidate becomes your new board member, this information would have helped them to get up to speed faster and more quickly deliver value to the board and organisation.