



# **Nominating Committee Handbook**

## **(To Guide the Nomination Process)**

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## **I. Introduction**

The Nominating Committee (the “Committee”) is responsible for recruiting the best candidates for the Camp Hendon Board of Directors. The quality of Camp Hendon’s leaders determines its success, and that begins with the Nominating Committee.

## **II. Responsibilities & Key Duties**

The Nominating Committee has two main areas of responsibility:

1. **Board Recruitment and Succession Planning:** The purpose of the Camp Hendon Nominating Committee is to identify qualified candidates to fill vacancies on the Camp Hendon Board of Directors, both on an annual basis prior to the Annual Board Retreat and on an as-needed basis on the occasion of Board vacancies which arise between Annual Board Retreats.
2. **Annual Board Analysis:** Committee members must understand Camp Hendon’s leadership needs. The Committee will conduct an annual analysis of the Board to identify the current Board makeup and will recruit new members according to needs, areas of expertise desired, and/or connection to the Camp Hendon community.

Key Duties:

1. Recommends to the Board of Directors the name of each nominee to replace one or more Board members who have resigned, or to add one or more Board member(s) when the membership of the Board allows for additional members.
2. Reviews nominations submitted for open positions on the Board and identifies and recommends additional nominees as needed.
3. Confirms that all nominees are willing, if elected, to serve as Board members.

## **III. Recruiting and Mentoring New Directors**

Building a good foundation takes time and attention. The Nominating Committee must choose board candidates thoughtfully, carefully, and with a high degree of confidentiality throughout the process. Committee members are expected to act in a moral and ethical manner at all times. The duties of the Nominating Committee require Committee members to carve out adequate time in their schedules to prepare for meetings in advance and to schedule conference calls as needed.

Key steps in the process are as follows:

1. Identify vacancies
  - a. Ensure documentation is in place which identifies the beginning and planned end dates of each current Board member’s term as a Director.

- b. Review the organization Bylaws and policies and ensure that the term length and end date of each Director is properly recorded and re-election options for each current Board member are specified.
    - c. Contact Board members whose terms are about to expire to determine if they wish to serve another term or if they will be leaving the board.
2. Conduct a gap analysis
  - a. Conduct an analysis of the current makeup of the Board including skills, resources, backgrounds, and demographics.
  - b. Identify existing gaps in current vs. desired Board makeup
  - c. Present analysis to the Board and gather any additional input and recommendations from the current Board
3. Write or update Board position descriptions and distribute to potential candidates
  - a. One general description for a Director without any office
  - b. One description for each of the Executive positions: Chair, Vice-Chair, Secretary, and Treasurer
  - c. As needed, adapt the general description for any position with required skills/attributes, i.e. Marketing, Legal, Human Resources, etc.
4. Develop a recruitment strategy and seek out candidates
  - a. Develop a strategy that makes Board membership enticing; a strategy that seeks out potential candidates who have the skills, available time, and who are willing to make the commitment to Camp Hendon's values and purpose.
  - b. Develop an information packet to introduce the candidate to the organization (1-2 pages), including roster of current directors.
  - c. Using the results of the "gap analysis," prioritize recruitment of candidates who will add to the desired mix of skills, resources, backgrounds, and demographics.
  - d. Invite potential candidates to a Camp Hendon event or program (as applicable – see Appendix I) to encourage building a rapport and allow the candidate to learn more about Camp Hendon.

*Notes:*

  - Pursuing candidates who have the skills but don't have the time or commitment to the organization can lead to poor attendance and/or poor performance issues.
  - The Board should reflect the diversity of the communities served by Camp Hendon and be in keeping with the organization's Bylaws.
5. Interview candidates
  - a. Arrange a panel to interview each candidate (formally or informally).
  - b. Prepare interview questions as one might for a job interview.

- c. During the interview, highlight the organization’s strengths and create positive impressions about the intrinsic and extrinsic rewards and benefits of becoming a Board member.
  - d. When scheduling interviews, send each candidate a short information packet. Key documents may include an overview of Camp Hendon, Board Bylaws, policies, etc.
  - e. Start the interview by thanking the candidate and explaining the nominating and selection processes.
  - f. Ask each candidate to tell you about him/herself and why he/she is interested in becoming a Camp Hendon Board member.
  - g. Inform the candidate about how soon you will get back to her/him.
  - h. End the interview by asking the candidate if he/she has questions for you.
- 6. Prepare the slate of candidates**
- a. When all candidates are interviewed, select those you wish to have confirmed; these will form the slate.  
*Notes:*
    - A slate is generally only created once annually. Other “as needed” vacancies throughout the year do not require a full slate of candidates.
    - The objective of preparing a slate is to have each of the selected nominees’ knowledge, skills, experience, networks, interests, etc. confirmed by a quorum of attendees at a single board meeting.
  - b. Present to the board the process used for identifying the slate of candidates
  - c. Present the names and biographies of the suggested candidates to the full Board for confirmation and provide the Board members with a biography of each suggested candidate.
  - d. Once the slate is approved by the Board, contact nominees and advise them of whether or not they are on the slate.  
*Notes:*
    - If appropriate, candidates who expressed an interest in serving on the Board but who are not being added to the slate for the Board should be encouraged to serve on a committee.
- 7. Ensure new Board members are oriented**
- a. Develop an orientation, and corresponding packet, to be presented by the Committee during a special session of the Annual Board Retreat
  - b. Develop a mentoring system for new Directors. Encourage new Directors to participate at meetings.
  - c. The orientation packet should include:
    - Mission, vision, and core values
    - Bylaws and Board policies

- Objectives of the organization
  - Roster, contact information, and biographies of all Board Members (new and current) and Executive Director
  - Descriptive material and website to provide information that outlines Camp Hendon's programs and services
  - Organizational chart
  - Calendar of Board activities for the year, with date of Board meetings
  - Current strategic plan and relevant reports
  - Most recent audited financial statements
  - Current approved budget and latest financial reports
- 8. Facilitate the election of the new Board members**
- a.** The slate of candidates will be officially voted in at the first meeting following the Annual Board Retreat

## Appendix 1: Nominating Committee Schedule of Activities

Schedule	Activity	
<b>February</b>	Review membership of Nominating Committee and recruit members as needed	
<b>March</b>	Review the current Board members' terms and identify any likely vacancies for the coming year	
<b>April</b>	Conduct a gap analysis	
<b>May</b>	Write or update Board position descriptions	
<b>June</b>	Develop a recruitment strategy and identify possible candidates	
<b>July</b>	Develop interview questions and review interview plans	
<b>August</b>	Contact potential candidates to schedule interviews	
<b>September</b>	Conduct interviews	Invite candidates to attend Camp Hendon events/programs occurring during this time
<b>October</b>	Prepare a slate of candidates	
<b>October</b>	Collect biographies from the slate of candidates and include them with a Nominating Committee Report to the Executive Director	
<b>October</b>	Explain the Nominating Committee's process to the Board at the October meeting, and seek confirmation for the slate of candidates	
<b>November</b>	Confirm the status of the slate with the nominees; invite nominees to attend the January Board Retreat	
<b>November</b>	Develop an orientation to take place during the January Board Retreat and send to Executive Director	
<b>January</b>	Committee will conduct special orientation session with slate of candidates during the Annual Board Retreat	
<b>February</b>	Facilitate the election of the new members at the first Board meeting following the Annual Board Retreat	
<b>February</b>	Organize mentoring system to assist new Board members and orient new Directors to the organization and the staff	