

Board Development/Leadership Succession Plan

The goal of board governance is “to ensure an organization effectively and efficiently strives to achieve its stated goals while protecting the public interest and trust.” The governing body must act cohesively to make clear decisions and provide effective guidance and independent supervision of the management of the activities of the organization. *Board members have no individual official standing per se; rather, the board acts as a whole to ensure the organization achieves its stated goals.*

OVERVIEW: To ensure effective board development and success, Capital Workforce Partners’ Governance Committee will take the lead in succession planning including recruitment, preparation for future board officer positions, and nomination of members to lead or participate on standing and ad hoc committees.

Recruitment Process

- Annually identify board member needs (skills, knowledge, perspective, connections, etc. needed to effectively update, prioritize and implement the Integrated Budget and Business Plan). What do we have? What is missing? Identify key profiles and characteristics (i.e. industry sector) of board members.
- Continue to develop a list of eligible candidates for committee review on an ongoing basis for recommendation to the Consortium of Chief Elected Officials as well as for replacements.
- Recruitment of prospects. A Governance Committee member (s), in partnership with CWP management will meet individually with each prospective member to describe how he/she may add value to the organization. Describe expectations and responsibilities of board members, and don’t minimize requirements. Invite questions and elicit their interest and preparedness to serve. Obtain a current resume for each candidate.

New Member Orientation

- New board members are appointed each year by the Consortium of Chief Elected Officials at their June meeting. The Consortium may take other appointment action during the year if unforeseen board membership issues arise related to compliance requirements.
- New board member orientation occurs in August and includes;
 - A Consortium overview
 - An Overview of CWP and the Workforce Investment Act
 - Information on CWP’s Strategic Framework including the mission and adopted Integrated Budget and Business Plan
 - Board Partnership with CWP including Board/Management Expectations, Conflict of Interest and Board Development/Mentoring
 - Overviews of CWP’s five Standing Committees and commitment to join and actively participate on at least one committee
 - The CWP brand, and using the website as a governance tool for information on programs, Board meeting dates, notes and handbook– recent minutes, committees, board member responsibilities, list of board members and key staff members.
- CWP’s Board Handbook is updated yearly and posted on the website in August.
- Activation of board members. Discover their interests and availability. Involve them in standing/ad hoc committees or task forces. Solicit feedback. Hold everyone accountable. Express appreciation for work well done.

Board Succession Planning and Skills Analysis

The most critical step in board succession planning is identifying desirable member qualities and skills. CWP has identified the skills needed for membership on each standing committee. The Governance Committee should review the current board members’ professional skills in light of the corporation’s strategic business

plan, and determine whether board members lack skills that may prove critical to understanding and managing the corporation's current and future business operations.

The Governance Committee will also ensure that more than one board member has skills that are critical to the corporation's current or future business operations and leadership needs. Such redundancy will help the organization sustain the loss of board members and maintains specialized committees (e.g., an auditing committee.) Although the Governance Committee should ensure that it maintains adequate depth of critical skills on the board, the Committee will also look for candidates who offer gender, age and racial diversity as well as diversity of experience, skills, and viewpoint.

Succession Process and Protocol

- **Board Composition:** The Governance Committee will ensure that the requirements of the organization will involve a mix of the professional skills that make up a high performance board (accounting, legal, resource development, strategic etc), the talents that board members will be required to use (eg networking, questioning skills, non judgmental, conscious awareness etc), and the attributes that each board member represents (male/female, age, ethnicity, geographic location etc).
- **Board Term Succession:** The Board's needs and member performance should be evaluated at the end of each Board Member's term to determine if he or she should continue for a new term. While there are no term limits, continuance will be based on needs and performance factors.
- **Assessing Board Performance:** An annual survey, designed by the Governance Committee, will be sent to the Board asking them to self assess their individual contributions and provide input for improvement.
- **Board Member Recognition:** There are many ways Board Members will be recognized throughout the year including:
 - **Website Recognition:** In addition to listing each Board Member with a link to each respective member's organization, on the CWP website, we will add a Featured Board Member each quarter that features their organization and background and highlights his/her contributions to Workforce Development.
 - **Public Relations** – Press releases will recognize new Board Members
 - **Workforce Stars Annual Celebration** – a new Workforce Star category, Board Member of the Year, of will be added to the annual June Celebration.
 - **Linked In Group** – For those who wish to participate in social media networks. CWP's Linked In Board Member Group will enable Board Members to share company and organizational news.

Board Education and Development

- Educational presentations on either workforce development or governance practices will be presented at every board meeting
- Educate the board. Provide information concerning our mission. Promote exploration of issues facing the organization. Don't hide difficulties. Celebrate accomplishments.
- Governance Committee will develop an education/training schedule and provide for a brief "Mission Moment" at each board meeting.
- Periodically, Governance will solicit board member input on areas for further education and development
- An annual mini-retreat will be scheduled to discuss priorities and resource needs.