



## LASALLE MINOR SOCCER ASSOCIATION

### Policy and process for recruiting board members - June 15, 2023

It can be difficult to find new volunteer board members for an NPO. That's why the Association de Soccer Mineur de LaSalle has developed a policy and procedure for expanding its Board of Directors (BOD) by creating a standing committee responsible for recruiting and retaining BOD members.

However, the responsibility for considering and recruiting new Board members lies with the entire Board, not just the members of the standing committee charged with this task.

The Information below will help the committee to identify and overcome obstacles, while capitalizing on best practices to achieve the desired results.

#### **The obstacles identified are as follows:**

- The LaSalle Soccer Club and the people involved are not sufficiently recognized within the LaSalle community;
- Potentially interested parties are not convinced of the positive contribution they can make, the added value they can bring to the Board team, and what they can reasonably expect from the other people involved (Board members and salaried staff);
- Those with no previous board experience may feel intimidated by the obligations involved;
- People may have had a bad experience on other boards, perhaps attended too many meetings and often with ill-defined objectives, or found that members had internal conflicts;
- Some candidates feel that they may not have enough time because they may already be involved in another community organization, or they may be at a stage in their lives where they are unable to take on more responsibility and/or their work and/or family commitments are important.

The success of a board recruitment effort depends on the existence of an already established organization that remains reasonable in terms of both the expected workload and the time devoted to these tasks. In addition, our organization's work in the community needs to be recognized and appreciated beyond the current Board and staff.

Board members must also be prepared to devote time, both during and outside meetings, to guiding the Board's recruitment process, and this must in no way be a task for salaried staff.

**Here are the steps taken by the LaSalle Soccer Board of Directors Standing Committee to optimize recruiting efforts:**

**1. Invest in making our organization more visible in the community**

- a. Treat our recruitment effort as an opportunity to promote the importance of our organization's actions and the difference it makes in the lives of borough residents. Participate in improving community life by joining our Board of Directors.
- b. Consider opportunities to make presentations about our organization as prospecting opportunities for the Board of Directors.
- c. Ensure that we have communication materials, a presentation brochure and a website that informs and promotes our organization within the community.
- d. Use the local media to inform the population of the sports offered to different audiences.
- e. Build and expand our network of partners and maintain relationships through various internal and external organizations.

**2. Clearly explain the role of the Board of Directors, what we expect from our members and what they should expect from the organization.**

- a. Draw up a precise role description and responsibilities for each Board member, including details of tasks and a realistic estimate of the time to be devoted to the organization. Future board members should be informed before committing themselves.
- b. Draw up a role description for the Chairman of the Board and the other members of the executive committee, including all tasks.
- c. Provide information on the organization's code of conduct and the irreproachable behavior of Board members during and outside meetings.
- d. Clearly establish the policy described in the Articles of Association regarding the term of office of Board members.
- g. Communicate to newly-arrived members what they can expect in their new missions and put up to date on all issues.

**3. Establish a charter of desirable criteria for new board members**

- a. Discuss relevant additions that would make the Board stronger and more dynamic from an external (partners) and internal (members and staff) perspective.
- b. To strive for gender parity and greater ethno-cultural diversity.

The Board and all its members will reflect the club's values in terms of inclusivity and the fight against discrimination, to foster creativity, to broaden our horizons, to be more representative of the diversity of our membership and thus to position ourselves as leaders in the promotion of equality, parity and the inclusion of minorities.

To achieve our goals, we are carrying out a number of actions aimed at :



- Promote, Illustrate, be knowledgeable of the impact and the importance of parity, equality and diversity within the Board of Directors and the club in general;
- Promote the knowledge and skills of potential candidates
- Offer the necessary training to potential candidates from diverse backgrounds to help them take on leadership roles;
- Propose actions in the different districts of the borough to inform people about our actions and encourage vocations;
- Create an evaluation grid to assess the organization's progress in terms of practising members and leaders, in order to identify progress and gaps and adapt our action plan accordingly;

It's important to share the organization's fundamental values, but not necessarily to have the same vision as the majority. On the contrary, sharing opinions is constructive and enables the organization to evolve. We must avoid the tendency to recruit board members who look like us!

c. Potential board Members should be recruited first and foremost for their knowledge of the community and their commitment to the club's mission.

#### **4. Transparency and prior knowledge**

- a. There's no point in hiding the current challenges; on the contrary, we need to be transparent in order to establish a bond of trust with new members.
- b. Inform potential members and those who help us identify candidates of the challenges the organization has faced or is still facing, whether financial or otherwise...
- c. Tell the story of the club and what the organization has been through and is still going through today.
- d. Talk about the organization's strategic issues and short-, medium- and long-term objectives.

#### **5. Open up the search for candidates for the Board of Directors.**

- a. Don't limit yourself and assume that there are many people, as yet unknown, who might be interested in the work of our organization.
- b. Prioritize those elements of the community not currently "represented" on the Board of Directors.
- c. Ask our various partners for suggestions, and do not exclude those most likely to fill the various vacant positions.
- e. Recruit with a multi-year perspective.
- f. Approach people who interest us, even if they aren't interested today, but might be next year or perhaps the year after.

#### **6. Make recruitment and retention a Board priority**

- a. Place Board recruitment on the agenda throughout the year, and at least once a quarter.
- b. Set up a permanent Board recruitment committee.
- c. Maintain an up-to-date list of potential candidates for the Board of Directors, and regularly invite them to Club events.
- d. Keep several copies of the Board of Directors recruitment file for distribution as needed.

## **7. The club's presentation folder must include :**

- a. The vision, mission and values of our organization to inspire potential candidates (a longer version can be attached).
- b. The club's operational and strategic plan (or a summary of a few key points) to provide an overview of the current situation.
- c. The organization's annual report or a copy of the latest audit report.
- d. Board member job description outlining responsibilities, level of authority and commitment expectations both during and outside board meetings.
- e. A list of the club's board members, volunteers and paid staff.
- f. Board members' expectations regarding their own contribution to fundraising and indicate their responsibilities in campaigns.
- g. Access to the website, where visitors can find information on our current Board of Directors, Governance Committee and staff.

## **8. Important reminders**

- a. There is no substitute for a personalized approach, a personal invitation by e-mail and possibly a telephone call. This should always be the starting point of a conversation aimed at recruiting a new member.
- b. From the outset, never overwhelm a prospect with all our arguments. Our aim is to arouse their curiosity and encourage them to take a closer look at the organization and its community.
- c. The main characteristics of the directors at the heart of the discussions are: skills, level of commitment, reputation, contribution to the parity and diversity of board members and experience in governance matters.
- d. Board composition will vary according to changing organizational objectives and environmental circumstances.
- e. The most important steps in starting a collaboration should be to be invited to an introductory meeting of the board of directors, to visit the infrastructure and to meet the team.
- f. Above all, it's essential to be frank with every board candidate. Why is the candidate interesting? What are the current challenges facing the organization and the Board? What are the current strengths? Do the candidates have a genuine interest in this level of volunteer commitment?
- g. It's important never to underestimate the commitment and involvement expected, and always be sure to thank every candidate, whether or not they have responded positively to our request.
- h. The process must be continuous and should not start two months before the AGM.