

## APPENDIX 3

### Board Composition Analysis Tool: Recruitment Profile Composition Review (Detailed)

This board composition analysis tool helps identify the skills, experience, contacts and values members of the board bring to the organization. It can be used to develop a profile of the board members, and to evaluate and identify their areas of influence. This tool is useful in identifying the types of people the board needs to effectively govern the organization.

1. Customize the grid for your board by listing indicators relevant to the work of your organization. Insert the names of current board members.
2. Use the grid to assess the qualities and indicators which describe each board member.
3. Identify which board members will be retiring or resigning and consider the attributes your board will be losing when they leave.

4. Remember, some desired qualities will likely change each year depending upon the needs of the organization.

Use the first grid as an example.

Use the second grid as a tool to customize for your organization.

#### Board Composition Review – Example

Qualities	Indicators	Current Board	Future Board
Supports the Values and Mission of the Organization	<ul style="list-style-type: none"> <li>• Past or current member of organization</li> <li>• Demonstrated support of activities that further the mission</li> </ul>		
Personal Qualities	<ul style="list-style-type: none"> <li>• Positive and constructive</li> <li>• Able to work as part of a team</li> <li>• Future oriented</li> <li>• Willing to be involved in training and development</li> </ul>		
Time and Financial Support	<ul style="list-style-type: none"> <li>• Able to devote adequate time and energy</li> <li>• Willing to be involved in fund-raising and other resource development activities</li> </ul>		
Area of Influence	<ul style="list-style-type: none"> <li>• Corporate and business</li> <li>• Local media</li> <li>• Unions</li> <li>• Political</li> <li>• Funders</li> <li>• Government</li> <li>• Other not-for-profit organizations</li> </ul>		

**Board Composition Review – Example**

Qualities	Indicators	Current Board	Future Board
Specific Skills	<ul style="list-style-type: none"> <li>• Constitution/Bylaws</li> <li>• Policy development</li> <li>• Planning</li> <li>• Board recruitment</li> <li>• Grantsmanship</li> <li>• Annual giving</li> <li>• Planned giving</li> <li>• Capital giving</li> <li>• Other fundraising</li> <li>• Budgeting/Fiscal control</li> <li>• Contracting/ Negotiations</li> <li>• Advocacy/Lobbying</li> <li>• Public relations</li> <li>• Development/Training</li> </ul>		
Board Committee	<ul style="list-style-type: none"> <li>• Finance</li> <li>• Personnel</li> <li>• Nominating</li> <li>• Resource Development</li> </ul>		
Gender	<ul style="list-style-type: none"> <li>• Female</li> <li>• Male</li> </ul>		
Age	<ul style="list-style-type: none"> <li>• Over 65</li> <li>• 51-65</li> <li>• 36-50</li> <li>• 21-35</li> <li>• Under 21</li> </ul>		
Experience	<ul style="list-style-type: none"> <li>• Years on the Board</li> <li>• Years active in other roles within the organization</li> </ul>		

### Board Composition Review

Qualities	Indicators	Current Board	Future Board
Supports the values and mission of the Organization			
Personal Qualities			
Time and Financial Support			
Area of Influence			
Specific Skills			

**Board Composition Review**

<b>Qualities</b>	<b>Indicators</b>	<b>Current Board</b>	<b>Future Board</b>
Board Committee			
Age			
Experience			