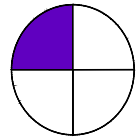


Board of Directors Policy



Policy Type: Governance Process

Policy #: GP12

Policy Name: Governance Succession

Page #: 1 of 3

Creation Date: December 16, 2002

Effective Date: March 23, 2015

Monitoring: February

1. In keeping with the Board's commitment to excellence in governance, the Board shall strive to recruit Board candidates who have interests and attributes that will enable them to govern, not to manage, the organization. Specifically general interests and attributes that include:
 - 1.1. Commitment to modeling the characteristics of servant-leadership: listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to growth, and community building.
 - 1.2. Demonstrated interest in and commitment to resolving social issues effecting our community.
 - 1.3. Commitment to linking with the ownership. Understanding that they represent an ownership of diverse people; willing to actively seek to access and understand that diversity.
 - 1.4. An interest in or experience with strategic leadership and forward thinking.
 - 1.5. Ability to think in terms of systems and context – to see the big picture.
 - 1.6. Interest in and capability to discuss the values underlying the actions taken in the organization, and to govern through the broader formulations of these values.
 - 1.7. Willingness to delegate the operational detail to others.
 - 1.8. Ability and willingness to deal with vision and the long-term, rather than day-to-day details.
 - 1.9. Ability and willingness to participate assertively in deliberation, while respecting the opinions of others.
 - 1.10. Willingness and commitment to honour Board decisions.
 - 1.11. Commitment not to make judgments without taking previously used criteria into consideration.
2. Specific skills, experiences and qualifications (Board Composition Matrix) that candidates may experience or expertise in the following areas will be considered:
 - Lived experience
 - Education
 - Business
 - Justice

- Human Resources
 - Governance
 - Social Services
 - Government and/or politics
 - Volunteerism
 - Social Justice
3. Recognizing that individuals may or may not self-identify and that groups are not necessarily represented by one person from a particular group, the nominating process will work to attract a diversity of persons to serve on the Board. Key areas of diversity that may be considered during the recruitment and selection of directors includes First Nations, Inuit, Metis, Francophone and LGBT.
4. The Board shall adequately prepare itself for the replacement of officers should that need arise due to an emergency succession, resignation or retirement. To this end:
- 4.1. All members of the Board who have served a minimum of one year in office should be adequately prepared to assume the role of Chairperson in the case of an emergency.
 - 4.2. The Board, to protect itself from sudden loss of a Chairperson, then shall formally identify a minimum of two directors who are familiar with the role of the Chair and processes of the board.
 - 4.3. The Board shall, one year prior to the completion of the Chairperson's final term or when the Chairperson states they will not be continuing in the role, identify and mentor a director, who will assume the office of Chairperson upon retirement of the present Chair.
 - 4.4. Should any officer resign during the course of the year, a replacement will be appointed by the Board. In the event that more than one member is interested in the position, an election will take place.

Board Composition Matrix

Filter 1 – Governance Leadership Characteristics	
<p>Establishes a desired profile of every individual Director</p> <p>Any person with these characteristics is eligible to be considered for a board position.</p>	<p>Committed to TBC Vision, Mission and Values</p> <p>Demonstrated Leadership Experience</p> <p>Positive record of community involvement</p> <p>Able to commit time and energy required.</p>
Filter 2 – Key Competencies	
<p>Given TBC’s mission is to strengthen and support people’s quality of life through the provision of responsive mental health services, Directors should have knowledge about community services, community mental health and the social determinants of health.</p> <p>These competencies should be found across the Board as a whole.</p>	<p>Governance Experience</p> <p>Experience with or knowledge about mental health services</p> <p>Knowledge of family systems, strengths and challenges</p> <p>Knowledge of community strengths, needs and issues</p> <p>Ability to focus on outcomes and results</p>
Filter 3 – Competencies for Effective Governance	
<p>To provide quality governance leadership and manage risk on behalf of the ownership, specific competencies and skills are required across the board as a whole.</p> <p>Directors will have knowledge and experience in one or more of these areas.</p> <p>Ideal to have all competencies on the Board; however, may not always be possible.</p>	<p>Policy Governance Experience</p> <p>Experience as Chair of a Board</p> <p>Marketing, Communications and Public Relations</p> <p>Financial (accounting, audit, other)</p> <p>Human Resources</p> <p>Legal (lawyer, para-legal)</p> <p>Performance Measurement</p> <p>Risk Management and quality oversight</p>
Filter 4 – General Characteristics to Reflect Ownership	
<p>A diversity of characteristics strengthens the Board’s ability to reflect upon and consider other’s perspectives that arise from different social locations and experiences.</p>	<p>Identify as First Nation, Metis or Inuit</p> <p>Identify as Francophone</p> <p>Identify as Racial Minority (not FNMI)</p> <p>Identify as LGBTQ</p> <p>Identify as previous consumer of services</p>