

THE BOARD RECRUITMENT GUIDE

A guide developed by Centre For Non-Profit Leadership (CNPL) to enhance board recruitment and the onboarding process of non-profit organisations (NPOs).



At the Centre for Non-Profit Leadership, we believe in empowering non-profits by building resilience and strengthening leadership capacity through our integrated leadership solutions for Sourcing, Development and Alignment.

Good boards are a result of careful and thorough planning. From being responsible for the financial and cultural well-being of your organisation to defending and promoting your mission, board members are a crucial part of your organisation and having a good board would ultimately lead to a healthy organisation.

This guide is intended as a reference for organisations where the board is responsible for recruiting its own independent board or committee members for renewal & succession planning purposes. There are also programmes designed by CNPL for you to tap on, if you require assistance in reaching out to committed, highly qualified professionals, domain experts across various industries and sectors, and identifying and evaluating best-fit candidates to serve your NPO in a leadership capacity.

THE '5E' PROCESS

The '5E' process is a recommended guide developed by CNPL to help your organisation recruit, revitalize, and build a robust and high performing board.

Establish

Execute

Engage

Expand

Evaluate

01

ESTABLISH board needs and gaps, type and profile of board members, and terms of reference through a board self-assessment.

02

EXECUTE sourcing and selection process of potential candidates. CNPL's 5Cs Framework (Cause, Competency, Contribution, Commitment, Collaboration) can be used as a reference.

03

ENGAGE the new board members with regular interactions with beneficiaries and activities of the organisation.

04

EXPAND network of board members by organising opportunities for them to be introduced to various stakeholders in the sector so that they can contribute new perspectives, ideas and advice in board meetings.

05

EVALUATE their performance every half yearly & institute change where required.

RED FLAGS TO LOOK OUT FOR WHEN RECRUITING POTENTIAL BOARD/COMMITTEE MEMBERS*

In the process of identifying and interviewing potential board/committee members, the board needs to assess the candidate's interest and determine their suitability. The committee should take note of the following red flags:

- Individuals trying to **pad a resume or enhance their position** in the community without expecting to do much work.
- Individuals who may bring a **personal agenda** to the board.
- Individuals who **fail to hear or respect** what others contribute.
- Individuals with previous board experience but **lack strong understanding** of the organisation's history or board culture.

*Adapted from BoardSource: Guide on Recruiting The Right Board Members

For more information and online application please visit www.cnpl.org.sg

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