

# Diverse Cities on Board *Toolkit*

Connecting candidates from under-represented communities to governance opportunities in public agencies, boards and commissions and nonprofits.



MAYTREE

For Leaders. For Change.

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#### **ABOUT DIVERSECITY ONBOARD**

DiverseCity onBoard connects qualified candidates from the aboriginal, visible minority and under-represented immigrant communities with governance positions in agencies, boards, commissions and nonprofit organizations across the Greater Toronto Area.

#### **MAYTREE. FOR LEADERS. FOR CHANGE.**

Maytree invests in leaders to build a Canada that can benefit from the skills, experience and energy of all of its people. Our policy insights promote equity and prosperity. Our programs and grants create diversity in the workplace, in the boardroom and in public office, changing the face of leadership in our country.

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## INTRODUCTION

“In a representative democracy like ours, those who act in the people’s interests are chosen from among them and by them....But what does it mean to be representative in Canada today?”<sup>1</sup>

There are solid arguments in favour of ensuring that governance bodies in the public and nonprofit sectors reflect the rich diversity of our society. There are thousands of public and nonprofit boards across Canada. These organizations oversee and deliver a huge range of both volunteer and business activities in our daily lives: arts and sports, social services, policing, health, housing and licensing, information services, parks and recreational facilities and many more. In some communities ensuring diversity on these boards may mean actively recruiting visible minorities; in others it may mean providing youth with opportunities to volunteer.

Since 2006 Maytree has been operating DiverseCity onBoard in the Greater Toronto Area. The program connects qualified candidates from Aboriginal, visible minority and under-represented immigrant communities to the governance bodies of public agencies, boards and commissions and nonprofits. It does not deal with corporate positions.

The aim of this toolkit is to describe a successful program model and give you the tools to replicate this program in your community.

You may find this information valuable if you are

- ready to embark on a similar program and require more information about how to make it work
- doing some background research before making a programming decision
- curious about the program

Communities vary in size and it takes time to bring a new program to full capacity. This toolkit provides you with a fairly detailed outline of a mature program set in a large urban centre. You can select which sections are the most relevant to your community and organization and how you might introduce new ideas and variations to meet your needs.

## HOW TO WORK WITH THIS TOOLKIT

We recommend that you skim through the whole document to get a sense of different approaches to increasing diversity in governance. You could then go back to *Getting Started* and decide if and how you would like to proceed. You will benefit most if your organization has made some strategic decisions about the model which you believe will suit you best. The information in this toolkit will guide your thinking as you review the topics in more detail.

The document is written to be read in order but you may begin wherever suits you – see Contents for a listing of what is covered. The appendices contain sample tools and documents.

Contact Maytree at [diversecityonboard@maytree.com](mailto:diversecityonboard@maytree.com) if you have questions.

<sup>1</sup> Averill, Nancy. *Diversity Matters, Changing the Face of Public Boards*, The Maytree Foundation, 2009.



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# Getting Started



## GETTING STARTED

Background research will tell you more about your community and what interventions may be required to increase diversity in governance. You may find that there is more to be done than you are prepared to take on. Determine which specific needs your program can address and which it cannot; for example, you may decide that you will focus on individual candidates as agents of change and leave attempting to influence policy for a later date.

This section provides you with some information and advice on

- addressing community needs
- first steps
- costs
- challenges
- successes

### ADDRESSING COMMUNITY NEEDS

You can design your program to meet some common needs of both individuals and of organizations. In general, individuals from under-represented groups benefit from

- governance training
- the listing of organizations looking for board and committee members
- ongoing support from program staff.

Organizations benefit from

- having a roster of screened, qualified candidates at their fingertips
- program staff support and education.

Over time, the community will benefit from having engaged individuals representing a wide variety of voices in the public and nonprofit sectors.

## FIRST STEPS

This section will provide you with an idea of what you may consider putting in place in order to develop an effective program. The steps are presented in a logical sequence of events but you may find that more than one step can be undertaken at a time.

### 1. Do your homework.

- What is the demographic composition of the community?
- Is the demographic composition of the community currently reflected in the governance of agencies, boards, commissions and nonprofits in your community? You may find it easier to collect anecdotal information on this subject.
- What are board nomination and appointment policies and procedures? This information may be readily available for municipal and provincial bodies and will vary according to nonprofit organization.
- Who are the key contact people within organizations who will be able to help you fulfill your mandate? This may include organizations such as the United Way and other umbrella service organizations who are interested in building the governance capacity of nonprofit organizations.
- Have there been recent changes in public appointment policies?
- How many vacancies have been filled in the last six months to a year? This will provide a measure of need on the part of agencies, boards and commissions as well as nonprofits.
- How easy or difficult is it to find volunteer board members?
- What is involved in designing and delivering an effective program connecting candidates to positions?

## **2. Assess the readiness of your community. Is there**

- a sufficient pool of eligible applicants<sup>2</sup>, for example, members of your target groups with time to devote to the program
- a sufficient number of potential governance positions
- a core group of supporters and leaders who will spearhead the initiative
- enough commitment and drive among those who would like to see the program work
- existing momentum on issues related to diversity, civic engagement and participation
- an agency that will host the program
- a strong volunteer spirit in the community
- a funder committed to funding program costs on a consistent basis
- a member of the media that will support the initiative through public service announcements
- interest in the business community to support the program

## **3. Identify key champions.**

- Who can help you come up with a list of key people to invite to a start-up meeting?
- Who is well-connected, enthusiastic, committed and available?
- Is that person willing to speak publicly about the issues?

## **4. Identify an agency that will host and manage the program.**

- Does this kind of program fall within its mandate?
- Are they willing to take it on?
- Is their board supportive of this initiative?

<sup>2</sup> In this document, “applicant” is used to describe an individual who is interested in the program; “candidate” describes a successful applicant who is placed on the roster.

**5. Identify the sets of relationships that you have and need in the community.**

- Have you established relationships with the people, organizations and institutions that may be good sources of candidates?
- Are you connected to the people, organizations and institutions that will be among the first to sign on?
- Do you have connections to local media?

**6. Make strategic choices regarding key elements of the program model as these will affect subsequent decisions.**

(You will find information on program elements in the section called *How It Works*.)

- How will you define diversity for your program? Will it be by age, ethnicity, gender, or other criteria? The answer will enable you to develop appropriate language, approaches and audiences for your program.
- How “hands on” or “hands off” will the host agency be in actually making the match between candidate and organization? This will have staffing and technical implications.
- What are the pros, cons, potential benefits and potential risks to your choices?

**7. Develop a business case to garner support, obtain funding and guide decision-making.**

- Outline the rationale for your program; for example, why diversity in governance matters. (See *Appendix 1* for sample arguments.)
- Provide an overview of the activities you plan to undertake: objectives, impact, expected outcomes.

- Describe how you determined the need for the program.
- Outline your process of consultation in bringing this proposal forward.
- Mention intellectual property issues, if any.
- Present a cost/benefit analysis which includes a detailed budget and staffing structure.
- Address potential risks and how you will overcome them.
- Describe your governance and management model.
- If applicable, set targets for your proposed program.

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### WHAT MIGHT THIS COST?

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The more you know about your chosen model, the better you will be able to estimate start-up and ongoing costs. The cost and access to funds will vary from one region to another depending on the model and on regional priorities.

Potential costs include, but are not limited to,

- staff salaries and benefits
- overhead costs such as rent
- program design
- promotion and publicity
- curriculum development
- training
- materials
- technology design and maintenance
- networking events
- monitoring and evaluation

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## WHAT HAVE OTHER PROGRAMS FACED?

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As with any new initiative, there will be hurdles to overcome. Here are a few early challenges you may face.

*Citizenship requirements limit possible appointments.*

Some municipalities stipulate that only Canadian citizens may sit on their advisory committees. This requirement may mean that a segment of your target population is ineligible.

*It takes time to learn the culture of agencies, boards, commissions and nonprofits.*

Invest some time in working with these organizations in order to learn the best way to engage them in your program. This effort will yield valuable results in terms of ongoing communication and a deeper understanding of the skills and competencies of ideal candidates.

*It may be necessary to educate members of some diverse communities about the functions of a board and what services public agencies, boards and commissions deliver.*

Candidates will be better prepared to succeed in a board's recruitment process and ask the right questions to make informed decisions if they have some background knowledge of the sector and how a board functions. For a variety of reasons, candidates from Canada and those new to the country may not be familiar with the way the sector is structured and governed.

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## WHAT ARE SOME SUCCESSES WE CAN LOOK FORWARD TO?

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It will be important to the program to have some early successes. These may include

- a few successful, high-profile matches
- positive media coverage
- creating and strengthening relationships in the community
- developing loyalty among candidates and organizations who will return to you for further matches

## VISION AND MISSION

It has been said that a nonprofit's vision statement is its only asset. Clarity in expressing what you do, for whom and why will make it easier for you to build, promote and implement your program.

Consider the following when developing the program's vision and mission:

- your target audience
- fit with the mission of the host agency
- the needs and aspirations of your community
- the collective vision and values of your partners
- the social issues which you seek to address with this program
- the benefits and impact which the program will have on your community





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# Gathering Support



## GATHERING SUPPORT

### MANAGING RELATIONSHIPS

Developing and maintaining relationships is the most important key to success for this type of program. Ensure that program staff has the skills and experience to represent your program effectively with a wide range of individuals and groups (see *Staffing*).

In this section you will find some information on possible partnerships as well as suggested ways in which you can keep in touch with your key audiences.

#### Program Development

You may choose to involve community partners in the initial program planning phase. You will know best who to talk to about their needs and views related to diversity in local governance. Here are some questions you may consider:

- Are there similar programs in place?
- What approach have other groups taken?
- Are there best practices you can build on?
- What in-kind contributions are available?
- What is the best way to collect and use advice?
- Which organizations will be “early adopters”?
- What challenges have organizations faced in recruiting diverse candidates?
- How might those challenges be overcome?
- Which challenges fit within the scope of your program? Which do not?

## **Candidate Recruitment**

There are many organizations that can help you connect with possible applicants. Consider establishing relationships with the following types of referring organizations:

- settlement organizations
- social service organizations
- arts organizations
- municipal bodies
- regional bodies
- provincial bodies
- health care institutions and organizations
- professional associations
- the business community, especially large companies involved in diversity initiatives

You will find more information in *Outreach and Marketing*.

## **Governance Training**

Once you have determined your program model you will have a better sense of the target audience and scope for governance training. It may be helpful for you to establish relationships with educational institutions that would work with you to develop and deliver governance courses.

## **Ongoing Relationships**

You will have a more successful program if you maintain regular contact with a variety of audiences. For example, there may be applicants on the roster who have not yet found a volunteer post. How do you keep them feeling connected to the program?

The following table provides you with some possible ways in which you can maintain effective relationships. You will know what works best for your community.

GROUP	SUGGESTED ACTIVITIES
<p>AGENCIES, BOARDS, COMMISSIONS AND NONPROFITS</p>	<ul style="list-style-type: none"> <li>• sending out a periodic newsletter or e-bulletin highlighting program achievements (See <i>Appendix 2</i> for a sample.)</li> <li>• involving select representatives as advisors to the program</li> <li>• discussing promising practices on how to increase diversity in governance</li> <li>• speaking about the program at meetings and events</li> <li>• involving organizations in program evaluation, both formally and informally</li> <li>• following up on postings to the database</li> <li>• providing ongoing support on the benefits of diverse governance</li> </ul>
<p>CANDIDATES WHO HAVE BEEN RECRUITED INTO THE PROGRAM BUT HAVE NOT YET FOUND AN APPOINTMENT</p>	<ul style="list-style-type: none"> <li>• sending out a periodic newsletter or e-bulletin highlighting program achievements (See <i>Appendix 3</i> for a sample.)</li> <li>• hosting networking events</li> <li>• providing professional development opportunities (i.e. public speaking and governance training)</li> <li>• reminders of board vacancies</li> </ul>

GROUP	SUGGESTED ACTIVITIES
<p>CANDIDATES WHO HAVE FOUND APPOINTMENTS</p>	<ul style="list-style-type: none"> <li>• sending out a periodic newsletter or e-bulletin highlighting program achievements and appointments</li> <li>• checking in on how the appointment is working out</li> <li>• providing ongoing support</li> <li>• hosting networking events</li> <li>• providing professional development opportunities</li> <li>• involving candidates in program evaluation, both formally and informally</li> </ul>
<p>FUNDERS</p>	<ul style="list-style-type: none"> <li>• reporting regularly, as per funding agreement</li> <li>• sending out a periodic newsletter or e-bulletin highlighting program achievements</li> <li>• inviting them to events</li> <li>• acknowledgement of support at events, on website and in print materials</li> </ul>
<p>MEDIA PARTNERS</p>	<ul style="list-style-type: none"> <li>• inviting them to events</li> <li>• providing leads on possible articles</li> <li>• arranging for media contacts</li> <li>• sending out media releases for program milestones</li> </ul>
<p>COMMUNITY AT LARGE</p>	<ul style="list-style-type: none"> <li>• being available to answer questions and to speak to groups</li> <li>• working towards media coverage</li> <li>• participating in an educational or awareness campaign on diversity</li> </ul>

## FUNDING

Depending on your model, you will likely require funding to cover costs associated with program development, staffing, branding, marketing, recruitment of candidates and organizations, implementation and evaluation, promotion and events.

Possible sources of funding include government, foundations, community organizations, the private sector and individuals. Consider eligibility criteria and restrictions imposed by the funder such as the need to be a registered nonprofit organization or to have charitable status.

Do your homework before you request funding. Here are some questions to consider:

- How do we define diversity and how does this fit with a funder's mandate?
- What impact will the program have?
- Do we have a well-developed idea?
- Do we have a plan?
- Do we have the staff to carry out the plan?
- How much money do we need and for what purposes?
- Is our board in agreement?
- Who will be responsible for researching potential funders?
- What is the funding cycle and how does that fit with our plans?
- Will we require in-kind donations such as time spent by community organizations recommending potential candidates?
- How will we assign a value to in-kind donations and how will we account for them?
- Do we have the expertise to prepare a convincing funding proposal? If not, where can we find it?

- Should we seek funding from a variety of sources or should we rely on a sole source of funds? What are the pros and cons of each approach?
- Will we consider partnerships and joint applications or will one host agency be in charge of the funds?

It may take several months to move from idea to funding application to a decision by the funder. During this time you may keep your idea “alive” by being up-to-date about the issue and staying in touch with key players.





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# How It Works



## HOW IT WORKS

### OVERVIEW

This section describes a program which connects qualified candidates from Aboriginal, visible minority and under-represented immigrant communities to board positions within nonprofit organizations and public agencies, boards and commissions. Information on alternate options will be included where relevant.

In any program of this nature there will be three main functions:

1. populating the roster of applicants and organizations
2. training candidates
3. helping boards prepare to become more diverse

### OUTREACH AND MARKETING

The decisions you make about how to promote your program will stem from

- your underlying philosophy
- how the program fits into the bigger picture of diversity
- your program model
- the resources you can devote to this important component.

Regardless of your program model you will need to reach out to individuals and to organizations.

We recommend you position your program as providing a competency-based roster of candidates who will increase the skill level on boards and committees and provide a diversity of perspectives at the board level.

## Possible Steps

This section includes some suggested steps to an effective outreach and marketing effort, by category. You can add to this list as you go along.

### *Messages*

- develop a clear statement of what your program stands for
- have demographic and other supporting data ready to include in promotional materials
- develop a clear message for each of your target audiences

### *Systems*

- if you are asking people to do something as a result of hearing your message, be sure to have systems in place – if you are recruiting applicants and encouraging them to apply online, have your online application process tested and ready
- develop a program website

### *Plan*

- research whether or not there is an existing public awareness campaign focused on diversity as you have defined it for your program
- determine your outreach and marketing objectives – for recruiting applicants, for example
- develop an outreach and marketing plan
- finalize your outreach and marketing budget – staff, branding, materials, travel, and so on
- find out about possible in-kind donations of media coverage

### *Starting Off*

- host an official program launch
- determine how you will collect testimonials and success stories

## Sample Messages

This section includes a few sample messages that you may choose to use when promoting your program, depending on how you define diversity. You will know how best to approach your audiences and tailor the messages to suit.

Diversity in governance is about embracing diversity, not just tolerating it.

Diversity in governance contributes to social cohesion by building capacity in ethno-racial communities.

Diversity in governance helps ensure the long-term well-being of organizations because it includes those segments of the population which will contribute significantly to population growth.

Now is the time to groom future board and committee members.

Those organizations that reflect the diversity of the community will have a better understanding of issues and will be more relevant than those that do not.

Volunteering on a board helps individuals from diverse communities sharpen their leadership skills and integrate better into society.

## **Recruitment**

Once you know the parameters of your program, you will be able to define your ideal applicant (see *Client Groups and Eligibility*) and target your recruitment activities to both applicants and participating organizations. Here are some factors to take into consideration:

### **HOW QUICKLY DO WE WANT THE PROGRAM TO “TAKE OFF”?**

The answer to the question will guide whether you embark on an ambitious or a contained outreach effort. Whenever you generate interest, at any stage in your program, you will need to be able to handle the increased volume of inquiries and applications without keeping applicants and organizations waiting.

### **WHO CAN HELP US FIND APPLICANTS AND PARTICIPATING ORGANIZATIONS?**

Consider asking staff to share their personal contacts that would make suitable applicants or could provide referrals. This is an efficient and cost-effective way to gain momentum.

Organizations and government departments in your community may provide you with a listing of nonprofit organizations that could help you in two ways:

- i) referring applicants and
- ii) posting board positions for candidates to apply to.

You could contact the following:

- ethnic chambers of commerce
- ethnic professional associations
- large corporations with diversity programs
- municipal government

- professional associations
- provincial ministry that focuses on diversity, social inclusion and/or integration
- United Way
- university alumni networks

### **WHAT TOOLS AND APPROACHES MIGHT BE USEFUL?**

The answer to this question will depend, in part, on the model you choose. Let's look at including board vacancies on your program website as an example. If you would like to be in complete control of the match between organization and candidate you may not decide to post available board opportunities on your website. If you would like the candidate to contact the organization directly, or vice versa, you may decide to list all postings on your website.

A “frequently asked questions” (FAQ) section on your website may be helpful for those who know nothing about your program and for those in the program who require a reminder of what to do next. See *Appendix 4* for a listing of possible categories to include.

Possible tools for recruiting applicants include

- follow-up letters sent after a contact has been made
- information on how to apply – See *Appendix 5*.
- links on newsletters and websites of other organizations
- a newsletter
- a one-page description of the program – See *Appendix 6*.
- outreach emails – See *Appendix 7*.
- presentations
- website

Possible tools for engaging agencies, boards, commissions and nonprofits include

- attendance at key meetings
- board outreach letter – See *Appendix 8*.
- follow-up letters sent after a contact has been made – See *Appendix 9*.
- a one-page description of the program – See *Appendix 10*.
- a postcard-sized description of the program and how to become involved
- presentations for use at public speaking opportunities – See *Appendix 11* for a sample outline.
- website

## **Diversity in Governance Awards**

You may choose to host an awards ceremony once your program is mature. This is an opportunity to recognize achievements, generate interest among potential partner organizations and applicants, stay connected with your current participants and gain media attention.

It will be important to define and publicize what you are recognizing; for example, tangible gains in promoting diversity at the highest level or the successful implementation of strategies to promote diversity in governance. Program champions, individuals who have referred many applicants to your program, can be recognized for their ongoing support. You may also choose to recognize a specific milestone such as your 100th appointment.

Here are some common steps to consider when hosting an awards event:

- decide how to encourage applications
- design the application process – application form, timelines
- design the selection process – who will sit on your selection committee, what the criteria will be
- determine what the award will be – a framed certificate, a gift
- decide on where to publicize names of winners – press, annual report, website
- choose date, venue, invitation list

Selection committee members should

- have an understanding of diversity issues
- have solid governance experience (public and nonprofit)
- be willing to listen to other points of view
- be willing to negotiate differences

## **PROGRAM DELIVERY**

### **Client Groups and Eligibility**

As mentioned earlier, you will determine what diversity means for you. This information will help you set some basic eligibility criteria. Other criteria to consider include the following:

- language proficiency in English or French – spoken and written
- minimum age – for example, one must be 18 years of age to serve on a nonprofit board of directors in Ontario
- previous experience as a volunteer – this is very helpful
- residency requirements
- whether previous board experience is required – it may not be, especially if governance training is provided
- professional experience and/or skills

### **Intake and Assessment**

A robust intake and assessment process will enable you to stand behind the quality of the candidates on your roster. In this section you will find a brief overview of the various steps to consider. Sample tools and materials are included in appendices to this toolkit.

The first part deals with individual applicants; the second section with boards.

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## APPLICANTS

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- i. A formal application form is recommended, either hard copy or online, depending on your model. This will provide you with a consistent approach to the first screening of applicants. It may also provide you with the information you will require later for program statistics or to determine an appropriate match.

*Appendix 12* contains a detailed outline of the information you may choose to collect on the application form.

- ii. Screening applications to check for completeness, basic eligibility and availability – if you have questions about the applicant’s eligibility, call to get more information. It is not a good idea to invite people for an interview only to find out that they are not eligible.
- iii. Personal interview – it is advisable to invite suitable applicants to a personal interview so that you can assess the accuracy of information on the application, get to know each other and determine whether the program is a good fit. This can take as little as half an hour. Sample questions are provided in *Appendix 13*. You will see that this appendix also provides a very clear description of the steps applicants can expect to go through. If it becomes apparent during the interview that the candidate is not eligible and/or suitable for the program, they should be informed before they leave.
- iv. Post-interview follow-up – See *Appendix 14* for a sample follow-up email to a successful applicant. You may choose to make a follow-up phone call to unsuccessful applicants.
- v. Add the candidate to the roster.

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## BOARDS

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- i. A formal registration form is recommended, either hard copy or online, depending on your model. This will provide you with a consistent approach. It may also provide you with the information you will require later for program statistics or to determine an appropriate match.

*Appendix 15* contains a detailed outline of the information you may choose to collect on the registration form.

- ii. Screening boards – boards may be able to register themselves in the model you have chosen. You may retain some control by having program staff review annual reports and check to ensure that the organization is legitimate. Even with an online system, it is advisable for you to approve organizations before they are allowed to view candidates on the roster.
- iii. A two-step process for posting a vacancy is recommended: first, there is a one-time registration. Second, organizations post specific vacancies indicating the skills and experiences they are looking for. The organization remains on file and may post vacancies at any time.

## Training

You will need to make a decision regarding training in board governance – whether you want to integrate it into your model and, if so, what the best approach might be, what levels of training are required and how much it would cost.

The general view is that at least some introductory training before joining a board is beneficial for both the program and the individual candidates.

Consider the following:

- how and why candidates are trained
- whether training should be compulsory or not
- gaps in knowledge identified by boards
- range of candidates' training needs
- ideal format; for example, online or in class
- ideal length
- what the program can offer directly
- what the program should contract out or purchase

## Options

1. Send candidates to an existing nonprofit board training program; for example, cover the costs of Charity Village's online training.
2. Develop a partnership with an organization that delivers specialized training for governing agencies, boards and commissions; for example, the Ontario Hospital

Association's Governance Centre of Excellence. The Guide to Good Governance: Not-for-Profit and Charitable Organizations is available for purchase at [www.oha.com/knowledgecentre](http://www.oha.com/knowledgecentre).

3. Run your own training program – See *Appendix 16* for a sample training schedule.

You may choose to have candidates take an introductory online course if they have no board experience. You could offer your own training to all candidates on the roster, even if they are currently on a board.

## Technology

Decisions you make about technology will depend on the size and scale of your program, the program model, the comfort level of your main audiences and the amount of funding you have available for development and maintenance. It is advisable to let your program design influence the technology, not vice versa. Keep it simple and easy to use. An in-house database may be a good option.

You will likely set up a website that includes at least the following information:

- your mandate
- program description
- success stories
- frequently asked questions
- how to contact you

In addition, your website may include online applications and/or registration forms for both applicants and organizations. Once individuals have been placed on the roster, they may be able to log on using a username and password in order to view organizations' postings and contact information.

Organizations may also be able to log on using a username and password in order to post positions and view candidate profiles.

Your program model may involve a computerized matching algorithm that can be used to narrow down the pool of desirable candidates or organizations. This algorithm can be based on skills candidates have and skills boards are looking for. It is a more expensive option and you may not need it if you have fewer than 200 candidates on your roster and have completed fewer than 75 appointments.

Finally, you may make use of a computerized database to collect statistics drawn from the information on application forms and more. These data may be used for analysis, promotion and funding requests.

### **Connecting Candidates and Boards**

How individual candidates and organizations connect may vary depending on the model. In any case, organizations invite suitable candidates to progress through their standard recruitment process and do not accept candidates without meeting them first.

In one model, candidates and organizations can have access to each other's profiles on a password-protected website and are encouraged to contact each other directly. In another model, organizations can view candidates' skills profiles and must go through the host agency to contact candidates. A third model is for organizations to post vacancies on the website so that candidates can view them and apply directly to the organizations.

Program staff may be asked to assist an organization in finding suitable candidates. This often happens when a more discrete search is required by the organization, particularly for larger, high-profile organizations in a community such as a community hospital board.

Decisions must be made regarding

- whether program staff vet organizations who register online
- whether organizations can post their own positions
- tracking board appointments: a system should be developed to track board appointments in order to assess the success of the program

### **Follow-up**

Excellent customer service is critical to success. Program staff can follow up with organizations which have posted a board position. A brief telephone call to inquire about the organization's experience using the system, the number of candidates called and the number of candidates chosen should be sufficient.

### **Knowledge Management**

Think about how you will capture what you learn as you develop and implement your program.

- Document best practices.
- Share information with boards in an attempt to change their attitudes and practices towards board recruitment and outreach.
- Collect information that you can draw on when preparing funding proposals and creating marketing materials.

## OPERATIONS

### Staffing

Your staffing will depend on the size of your program, the scope of your services and the amount of funding you can allocate to human resources.

There are certain minimum functions you will want to cover and there may be different ways to go about it. For example, when you are starting out, or if you are in a smaller community, one person may be in charge of everything. Alternatively, you could start with one outreach person to deal with boards and one to deal with applicants until you have many candidates on the roster. You could then move to devoting more energy to boards and shift staff responsibilities to match.

Here are some staff positions and functions to consider. They do not all have to be full-time.

*Manager* – responsible for program design and oversight, financials, human resources, evaluation, liaising with funders and senior management in agency, interviewing applicants

*Outreach/recruitment coordinator* – implementing recruitment strategy, public speaking, interviewing applicants, providing input to program design

*Program assistant* – outreach with applicants, applications, follow-up, scheduling interviews, interviewing applicants, phoning, database maintenance, event coordination

Additional key functions are web support, and accounting and administrative services support.

See *Appendix 17* for sample job descriptions for a project manager, recruitment coordinator and program assistant.

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## LESSONS LEARNED ABOUT STAFFING

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It is a good idea to have everyone on the team conduct some recruitment interviews because...

- it keeps the whole team grounded in the project rationale
- everyone has some knowledge of applicants on the roster
- it enhances team spirit
- it allows for back-up when staff are away

Presentation and public speaking skills are important for everyone on the team, even for introducing and thanking guest speakers.

Telephone skills and people skills are important. Everyone has to be able to deal with people from a wide range of backgrounds.

## Evaluation

As with any program, you may choose to determine outcomes and measure whether or not they have been met. You may also choose to collect additional information, either formally or anecdotally, that will help you make continuous improvements. For example, testimonials can be used in outreach and marketing. If relevant, you could track the ethno-racial make-up of your roster to measure against Statistics Canada data in your community in order to identify where to focus your outreach efforts.

Feedback forms can be handed out after training modules. An online survey or a brief phone call may also be used to gather information. Organizations may be able to tell you how prepared the candidate was, if the candidate contributed to the board and in what way, and the impact of the contribution. Candidates may be able to track changes in how integrated they feel into society as a result of the program.

Focus groups may bring together, on an occasional basis, candidates who have, for example, been appointed to municipal agencies, boards or commissions to give feedback on the usefulness of governance training and additional tools and resources that would increase their effectiveness in the boardroom.

Measure your progress against initial targets which were set for number of applicants and board appointments.

Consider requesting funding for an external evaluator.

A stylized sunburst graphic composed of several triangular rays of varying lengths, all pointing towards a central point at the top. The rays are a lighter shade of red than the background.

Diverse Cities onBoard *Toolkit*

# Appendices

# A1

## APPENDIX 1

### Why Diversity Matters

These points are taken from *Diversity Matters, Changing the Face of Public Boards*, written by Nancy Averill and published by The Maytree Foundation. You may be able to use them in your conversations, presentations, website and promotional material.

- Diverse perspectives in decision-making will lead to better decisions.
- A diverse board can help to legitimize the mandate of the organization.
- A diverse board can help build social capital and cohesion among diverse populations.
- A diverse board can support fundraising and marketing/outreach more effectively.

These points are taken from The Conference Board of Canada report: *The Value of Diverse Leadership*.

Leaders play a pivotal role, and their impact is felt in everything from strategic decision making to organizational and community effectiveness and ultimately financial performance. Diverse leaders bring added benefits and unique capacities that, when realized, add significant value in both the public and private realm.

Five of the most important benefits of diverse leadership are:

1. Improved financial and organizational performance;
2. Increased capacity to link to new global and domestic markets;
3. Expanded access to global and domestic talent pools;
4. Enhanced innovation and creativity; and
5. Strengthened cohesion and social capital.

## A2

## APPENDIX 2

## Sample e-bulletin for Organizations

You may choose to distribute e-bulletins to participating organizations. The following outline provides you with ideas that you may build on to suit your audience and your specific situation.

- a reminder of what your program has to offer
- a reminder of how to access information on potential candidates
- benefits of membership on roster – for example, ongoing e-lets about the program, upcoming training opportunities, candidate updates
- program updates – for example, a call for award nominations
- a reminder to keep program updates when an appointment has been made
- upcoming learning opportunities
- new resources
- tips on how to make the most of the program

**SAMPLE E-BULLETIN FOR ORGANIZATIONS**

Browse through our roster of more than 1000 pre-screened, qualified, individuals to find the right candidate for your Board!

Search the roster by the skill sets and experience you're looking for to complement your Board!

Advertise your Board vacancy through the roster which, to date, has facilitated 300 appointments to Boards across the GTA!

As a member of the DiverseCity onBoard roster your organization will receive ongoing e-alerts about important news about the program, upcoming training opportunities, and candidate updates. Our most successful organizations are those that are pro-active; so log in, and check out our qualified, pre-screened candidates today!



### **DIVERSITY IN GOVERNANCE AWARDS**

Has your organization made positive steps to embrace diversity in governance? Would you like to share your organization's story with others? The Diversity in Governance Awards honour not-for-profit and public agencies, boards and commissions, which have made tangible steps to promote diversity at their highest levels.

[Click here](#) for further information on the awards and to learn more about the application process.

The application deadline is 5pm on December 11, 2009 and the awards ceremony will be held on February 4, 2010.

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### **HELP US COUNT!**

If your organization has made an appointment to your board from the DiverseCity onBoard roster of candidates [please let us know](#) so that we can share your news with other organizations and help track the success of our roster!

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### **RISK MANAGEMENT WEBINARS**

Imagine Canada is providing a series of webinars on risk management. To find out more about the Risk Management for Nonprofits Lunch-and-Learn Series 2009, please visit [Imagine Canada's Insurance and Liability Resource Centre for Nonprofits website](#).

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### **HOW EFFECTIVE IS YOUR NON-PROFIT BOARD?**

Assessing Not-for-Profit Boards is now available for purchase through Civil Sector Press. In it you can find out what makes the difference between effective and ineffective not-for-profit boards. For further information please visit [Civil Sector Press](#).



### **DIVERSITY MATTERS**

Diversity Matters: Changing the Face of Public Boards is an action plan that highlights nine practices aimed at dismantling barriers to potential applicants for public appointments. Click here to check out the electronic copy. If you would like a hardcopy, [email us](#) your contact details and we'll mail you up to 10 copies.

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### **DID YOU KNOW...**

That you can create multiple positions on your organizational profile? For example, if you are looking for 2 individuals, one with legal expertise and one with human resources experience, you can create two position opportunities indicating the specific criteria and requirements for each position.

The process is easy, just log in to your DiverseCity onBoard profile and click on create a position on the Dashboard, fill in all the necessary information, and click save. Your position will then be approved and made visible within one business day.

Questions? Comments? Can't remember your login details? Call us at 416-944-2627 or email us at [diversecityonboard@maytree.com](mailto:diversecityonboard@maytree.com)

A3

### APPENDIX 3

## Sample e-bulletin for Candidates

You may choose to distribute e-bulletins to candidates on your roster. The following outline provides you with ideas that you may build on to suit your audience and your specific situation.

- program announcements
- upcoming learning opportunities
- new board opportunities (name and brief description of organization, brief description of the skills or position advertised)
- opportunities with the Public Affairs Secretariat
- a reminder to keep program updates when an appointment has been confirmed

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### SAMPLE E-BULLETIN FOR CANDIDATES

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The DiverseCity onBoard team would like to extend a hearty congratulations to United Way Toronto and Women's College Hospital - the winners of the 2009 Diversity in Governance Awards. Check out the winners' stories on the Maytree website and The Toronto Star's editorial "Awarding diversity".

#### **GOVERNANCE TRAINING SESSION - FEBRUARY 18**

##### **Strategic Planning Process**

A 3 hour interactive workshop that will give you key tools and processes to develop your organization's strategic planning process.

Topics include:

1. What is a robust viable strategic planning process?
2. Tools for competitor analysis
3. What exactly are the plaques on the wall – Vision, Mission, Values?
4. Identifying your value proposition – who exactly do you serve? And how?
5. 3 year planning process template



**Details:** February 18, 2010 | 5:30pm - 8:30pm | South Dining Room, Hart House  
University of Toronto | 7 Hart House Circle | [MAP](#)

Space is limited, please [register here](#).

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### **CURRENT OPPORTUNITIES**

Here are some current opportunities listed on the DiverseCity onBoard web system.  
[Log in](#) to your DiverseCity onBoard profile to learn more about these and other positions.

- City of Toronto - Sign Variance Committee
  - Literature for Life
  - Ernestine's Women's Shelter
- 

### **INFORMATION SESSION WITH THE PUBLIC APPOINTMENT SECRETARIAT**

Are you interested in volunteering with a provincial agency, board or commission?  
If you are, please join us for an information session regarding the public appointment process in Ontario.

**Details:** Wednesday, March 10, 2010 | Father Madden Hall, St. Michael's College  
University of Toronto | 7pm - 9pm | [MAP](#)

If you're interested in attending, please RSVP by Monday, March 8, 2010

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### **HELP US COUNT!**

Have you been appointed to a board or committee recently? If you have please let us know so that we can celebrate your new role and track our success!

Questions? Comments? Can't remember your login details? Call us at 416-944-2627 or email us at [diversecityonboard@maytree.com](mailto:diversecityonboard@maytree.com)

## A4

### APPENDIX 4

## Frequently Asked Questions

You may find the following categories useful if you decide to include a frequently asked questions section for applicants on your program's website:

- purpose of the program
- eligibility criteria
- application process
- services one can expect from the program
- advantages to being on the roster
- details on how the program works – which steps to take, etc.
- what one needs to know about a board and the organization it governs

The following example is from DiverseCity onBoard.

### **FREQUENTLY ASKED QUESTIONS**

#### **1. WHAT IS THE PURPOSE OF THE DIVERSECITY ONBOARD PROGRAM?**

The initiative works to ensure that the governance bodies of public agencies, boards and commissions as well as voluntary organizations reflect the diversity of people who live and work in the Greater Toronto Area (GTA).

#### **2. AM I ELIGIBLE TO APPLY TO THE PROGRAM?**

You are eligible to apply to DiverseCity onBoard if you are one of the following:

- An aboriginal person
- A member of a visible minority group
- An immigrant from a group that is under-represented on governance bodies

#### **3. WHAT IS THE APPLICATION PROCESS?**

It's easy. Just complete our on-line form, upload your resume and wait for our

staff to contact you to arrange a personal interview. After the interview you may be asked to complete an online governance training program at your convenience. You will then become a member of our roster and your profile will become part of our searchable database.

#### **4. WHAT SERVICES CAN I EXPECT FROM DIVERSECITY ONBOARD?**

Joining our roster will:

- Allow organizations seeking board members to view your profile and to contact you directly via our website
- Let you know about opportunities, news, resources and other developments
- Offer you the opportunity to attend Maytree's training courses, seminars and events
- Give you the chance to network, online and in person, with other candidates and share information, ideas and experiences
- Where possible, our staff will follow up and support your applications to ensure they are given full consideration by the board in question; we will also try to answer any questions you have

This program does not:

- Offer in-depth support or advice on how to get appointed
- Fill out your application forms, help you write your resume or edit your applications
- Find vacancies on your behalf

#### **5. CAN YOU GUARANTEE ME AN APPOINTMENT?**

Ultimately boards will select candidates according to their needs. The program cannot guarantee that you will be offered an appointment.

**6. WHAT'S THE ADVANTAGE TO APPLYING AS A MEMBER OF THE DIVERSECITY ON-BOARD ROSTER?**

The DiverseCity onBoard program develops relationships with many agencies, boards, commissions, and non-profit organizations. Once you notify us that you have submitted your application to a board, we work with the boards to ensure that your application is fully considered.

We also know that many organizations across the GTA are looking to bring greater diversity to their boards – for them, this program is an excellent place to start looking. Joining DiverseCity onBoard helps you stand out from the crowd.

**7. WILL YOU BE RECOMMENDING ME PERSONALLY TO THE BOARDS I WANT TO SERVE ON?**

Occasionally we do, but only if a board is looking for a particular set of skills or experience. For the most part, our website should provide boards and candidates the information they need to get in touch.

**8. I AM A MEMBER OF THE ROSTER AND HAVE FOUND A BOARD POSITION I AM INTERESTED IN. WHAT ARE THE NEXT STEPS?**

It is your responsibility to enquire with the board about the application process and to submit your application – you should be able to find all information you need from our website.

Please forward a copy of your application to the DiverseCity onBoard staff ([diversecityonboard@maytree.com](mailto:diversecityonboard@maytree.com)) so that we can keep track of it and follow up.

**9. WILL YOU PROVIDE ME WITH A REFERENCE?**

No. It is your responsibility to supply appropriate references in support of your applications. It is important that these references can speak to the strengths and expertise that you will bring to a board.

**10. I'M INTERESTED IN SERVING ON A BOARD – WHAT DO I NEED TO KNOW ABOUT THE BOARD AND THE ORGANIZATION IT GOVERNS?**

Before pursuing a board position, please consider the following:

- What exactly is my responsibility in being a member of the board, legal and otherwise?
- What are the size, scope and mission of the organization governed by the board?
- Do my experience and background match what the organization needs?
- When, where and for how long does the board meet?
- How long will it take to prepare for board meetings?
- Does the organization have directors' insurance?
- How long is my term on the board?
- Will I be reimbursed expenses?

Questions? [diversecityonboard@maytree.com](mailto:diversecityonboard@maytree.com)



## APPENDIX 5

# How to Apply

## DIVERSECITY ONBOARD

### Join DiverseCity onBoard

Are you interested in volunteering on a board? Looking to develop your skills and experience in board governance? DiverseCity onBoard can help. We connect people from Aboriginal, visible minority and under-represented immigrant communities with opportunities on public and non-profit boards across the Greater Toronto Area.

#### DiverseCity onBoard offers you:

- Training courses, seminars and events on board governance
- The opportunity to showcase your skills and experiences on our website
- Information and updates on opportunities, news and resources about governance
- The chance to network with other candidates and share information, ideas and experiences

#### How do I join?

To join our rapidly growing roster of board candidates follow these three easy steps:

1. Go to [www.maytree.com/diversecity](http://www.maytree.com/diversecity) and click “Sign up Now” under “For Individuals”
2. Fill in the online application form – this should only take a few minutes. You will need your resume handy, as well as two references.
3. Maytree staff will arrange an interview with you to discuss your skills and interests. Don't have any previous board experience? To get you started, we offer training to members of our roster.

That's it! Your profile will be available to boards using our online database to search for candidates.

Stay connected – log in to our website to view board vacancies and check out what's new.

Questions? [diversecityonboard@maytree.com](mailto:diversecityonboard@maytree.com)

## A6

## APPENDIX 6

## Sample Program Description for Applicants

**DIVERSECITY ONBOARD****Changing the Face of Governance**

The Greater Toronto Area (GTA) is one of the most diverse regions in Canada, with a visible minority population projected to exceed 50% by 2017. Agencies, boards and commissions and voluntary organizations in the Greater Toronto Area (GTA) deliver a wide range of essential services and programs to its residents. Yet the leadership of these organizations and institutions does not reflect the GTA's diversity. DiverseCity onBoard addresses this gap by:

- connecting qualified candidates from visible minority and under-represented immigrant communities to the governance bodies of agencies, boards and commissions and voluntary organizations in the GTA
- working with public institutions and voluntary organizations to promote board recruitment and appointment processes that reflect the GTA's diverse population

**JOIN DIVERSECITY ONBOARD**

If you are a member of a visible minority or under-represented immigrant community, this is an opportunity to:

- share and develop your expertise while giving back to the community
- receive guidance and support with your board application
- increase your professional profile and leadership skills
- bring the voice of diversity to the table
- meet and network with other leaders
- obtain governance training

[www.maytree.com/diversecityonboard](http://www.maytree.com/diversecityonboard)

[diversecityonboard@maytree.com](mailto:diversecityonboard@maytree.com)

(416) 944-2627

*Maytree promotes diversity in the workplace, in the boardroom and in public office,  
changing the face of leadership in our country*

A7

APPENDIX 7

## Sample Outreach Email

DiverseCity onBoard is a collaboration between Maytree and the Toronto City Summit Alliance. The program seeks to increase the diversity on boards of public institutions and nonprofits. We do this in two ways:

- Connect qualified candidates from Aboriginal, visible minority and immigrant communities to agencies, boards and commissions and nonprofits in the GTA
- Work with public institutions and nonprofits to promote board recruitment and appointment processes that represent the diversity of the GTA

Our work focuses on the boards of public institutions in the GTA:

- Agencies, boards and commissions of various municipalities
- Government of Ontario's agencies, boards and commissions based in the GTA
- Other public institutions such as hospitals, universities and community colleges, boards of trade, etc.
- Boards of nonprofit and other voluntary organizations

Please note that candidates are not required to have experience serving on a board, as we provide training at no cost to the candidate.

There are many benefits to serving on a board. Individuals share their expertise, improve their professional profile, and inspire diverse communities to follow in their footsteps. The organization gains from the new member's expertise and diverse perspective. Society at large benefits from having its diverse voices represented in leadership positions. There are many wins in this initiative.

I'd like to invite you to complete our online application which can be found at:

<http://maytree.com/diversecity/applicants/create/details>

Once you have completed the application, we will be in touch to set up a time to meet to discuss your skills and interests.

I look forward to receiving your application and to meeting you.

Please feel free to call or email me if you have any questions.

Regards,

A8

APPENDIX 8

## Sample Board Outreach Letter

Dear XXX,

Are you looking for good candidates for your board? DiverseCity onBoard, a partnership between Maytree and the Toronto City Summit Alliance, recruits potential members from diverse communities across the GTA to meet your organization's governance needs.

Let us do the legwork for you. By using our service you will:

- Save time – we pre-screen all applicants
- Reach more people – our searchable database has hundreds of qualified candidates
- Develop a short list in minutes
- Find the right candidate

Accessing our database of hundreds of qualified, pre-screened candidates is easy:

1. Go to <http://maytree.com/diversecity/organizations/add>
2. Fill in the information about your organization and click on “Save”
3. You will now be able to go to the “Create a Position” page to post your vacancies, specifying the skills and experiences you require

Our matching algorithm will help you find candidates that meet your requirements. You will be able to view their profiles and resumes.

Be sure to log in on a regular basis, as new candidates are added every day. Once you have developed a short list, please get in touch with the individuals directly to arrange for an interview.

We look forward to helping you fill your board vacancies with qualified, engaged candidates.

Please feel free to call or email me if you have any questions.

Sincerely,



**APPENDIX 9**

## Sample Event Follow-up Template

Dear XXX,

It was great seeing you at the (name of event) meeting last week. I really enjoyed the presentations and group discussion.

As you know, I work on the DiverseCity onBoard initiative which is a collaboration between Maytree and the Toronto City Summit Alliance. We connect individuals from diverse communities to serve on boards in the public and nonprofit sectors.

Let us do the legwork for you. By using our service you will:

- Save time – we pre-screen all applicants
- Reach more people – our searchable database has hundreds of qualified candidates
- Develop a short list in minutes
- Find the right candidate

Accessing our database of hundreds of qualified, pre-screened candidates is easy:

1. Go to <http://maytree.com/diversecity/organizations/add>
2. Fill in the information about your organization and click on “Save”
3. You will now be able to go to the “Create a Position” page to post your vacancies, specifying the skills and experiences you require

Our matching algorithm will help you find candidates that meet your requirements. You will be able to view their profiles and resumes.

We look forward to helping you fill your board vacancies with qualified, engaged candidates. Please feel free to pass this along to other individuals in your network.

I would be happy to answer any questions and look forward to hearing from you.

Regards,

## A10

### APPENDIX 10

## Sample Program Description for Boards

### **DIVERSECITY ONBOARD**

#### **Looking for board members?**

##### **About DiverseCity onBoard**

DiverseCity onBoard connects qualified candidates from Aboriginal, visible minority and under-represented immigrant communities to board and committee opportunities with agencies, boards, commissions and non-profits in the GTA. We have a roster of over 1000 candidates and have facilitated over 300 matches. Some of the boards to which we have made appointments include Ontario Science Centre, Women's College Hospital, United Way York Region, Toronto Arts Council, Seneca College, Oakville Distress Centre, Big Brothers and Sisters of Ajax Pickering, Mississauga Heritage Foundation, and the Ontario Human Rights Commission.

##### **How to access the database**

Accessing our database of qualified, pre-screened candidates is easy:

1. Go to [maytree.com/diversecity](http://maytree.com/diversecity) and click "Sign up Now" under "For Organizations."
2. Fill in the information about your organization and click on "Save."
3. You will now be able to go to the "Create a Position" page to post your vacancies. Please note that you need to register your organization only once. After you've registered, post as many board vacancies as needed, specifying the areas of expertise you require for each vacancy. For example, you may require financial skills for one vacancy, and marketing and public speaking competencies for another.

##### **How the online database works**

Our matching algorithm will help you find candidates that meet your requirements. You will be able to view profiles and resumes of matched candidates. You can also search the database for candidates that match the skills and competencies you need.

Be sure to log in on a regular basis as new candidates are added every day. Candidates will also be able to view vacancies the day after they are posted and apply to you directly. We look forward to helping you fill your board vacancies with qualified, engaged candidates.

**Help us count**

Please let us know when you appoint one of our candidates so we can celebrate their success and yours.

**Questions?**

[diversecityonboard@maytree.com](mailto:diversecityonboard@maytree.com)

## A11

## APPENDIX 11

## Sample Presentation Outline

You may choose to prepare a slide presentation to use when you address representatives from potential participating organizations. The following outline provides you with ideas that you may build on to suit your audience and your specific situation.

CONTENT	SPEAKING NOTES
STANDARD COVER PAGE WITH YOUR LOGO	<ul style="list-style-type: none"> <li>• your organization, mission</li> <li>• introduction to your talk</li> </ul>
WHY DIVERSITY? WHY LEADERS?	<ul style="list-style-type: none"> <li>• a few general statements about local demographics and leadership</li> </ul>
SNAPSHOT OF LOCAL COMMUNITY	<ul style="list-style-type: none"> <li>• more detailed statistics on the composition of local agencies, boards, commissions – if available</li> </ul>
WHY NOW?	<ul style="list-style-type: none"> <li>• upbeat introduction to why diversity in leadership matters</li> </ul>
THE DIVERSITY DIVIDEND	<ul style="list-style-type: none"> <li>• the impact of more diverse leadership on an organization's performance</li> </ul>
WHY DIVERSITY IS IMPORTANT TO BOARDS	<ul style="list-style-type: none"> <li>• connection between diversity and representative democracy</li> </ul>
SOCIAL CAPITAL AND SOCIAL COHESION	<ul style="list-style-type: none"> <li>• definitions</li> </ul>
VALUE OF DIVERSE LEADERSHIP	<ul style="list-style-type: none"> <li>• a way to increase social capital and social cohesion</li> </ul>

CONTENT	SPEAKING NOTES
AN ACTION PLAN TO ACHIEVE BOARD DIVERSITY	<ul style="list-style-type: none"> <li>outline steps organizations can take to achieve board diversity</li> </ul>
RECRUITING FOR DIVERSITY	<ul style="list-style-type: none"> <li>ideas on how to do this, including your diversity program</li> </ul>
HOW WE DO IT	<ul style="list-style-type: none"> <li>a description of how your program works; e.g. you deal with qualified candidates and organizations</li> </ul>
MEMBERS ON OUR ROSTER	<ul style="list-style-type: none"> <li>if you have a program in place already, describe how many candidates you have and the kinds of experience they bring</li> </ul>
SKILLS AND COMPETENCIES	<ul style="list-style-type: none"> <li>if you have a program in place already, draw on data from candidate applications to present skills and areas of expertise</li> </ul>
IMPACT OF DIVERSITY ON A BOARD	<ul style="list-style-type: none"> <li>local, specific examples of diverse board leadership</li> </ul>
BOARD RECRUITING MADE EASY	<ul style="list-style-type: none"> <li>a step-by-step description, beginning with an organization registering with your program</li> </ul>
BOARD RECRUITING MADE EASY	<ul style="list-style-type: none"> <li>a step-by-step description, beginning with an organization registering with your program</li> </ul>

## A12

### APPENDIX 12

## Sample Application for Applicants

This appendix provides you with a detailed outline of the kind of information you may choose to include on an application form. Some of it may be optional.

Your programming decisions will dictate the essential information you need to collect in order to screen applicants. You can decide if you would also like to collect the information required for a match or for program statistics at the same time.

#### PERSONAL INFORMATION

- full name
- mailing address
- current employer
- telephone numbers
- municipality of residence
- residency status
- languages spoken
- accessibility requirements
- demographic information, optional

#### EXPERIENCE AND AVAILABILITY

- when can begin serving on a board
- hourly commitment per month
- travel preferences – municipalities willing to travel to
- governance training – details on who provided the training, type, length
- board experience – when, organization name, organization type, type of position held

- professional credentials and current position – management, non-management, executive, self-employed, etc.
- resume – to upload or email before personal interview

References – optional at application, to be brought to interview

### **AREA OF EXPERTISE AND EXPERIENCE**

- arts and culture
- business
- economic development
- housing
- literacy
- parks and recreation, and so on

**Note:** This list can be quite extensive and will reflect the needs of your community. You may choose to ask for an idea of the length of time people have been involved in these areas of expertise; for example, less than two years, two to five years, more than five years.

### **SKILLS AND COMPETENCIES**

Applicants may be asked to choose their top three from a menu of several options. A small sampling follows:

- advocacy
- chairing meetings
- facilitation
- fundraising

- labour relations
- program development
- team building, and so on

Again, this list can be quite extensive and will reflect governance skills and competencies that are important for matching purposes.

#### **AGENCIES, BOARDS AND COMMISSIONS OF INTEREST**

- municipal boards
- regional boards
- provincial boards
- nonprofits
- other public institutions

#### **SECTORS OF INTEREST**

These will reflect the sectors available in your community. They may include

- arts and culture
- community and social services
- environmental
- seniors' services
- mental health, and so on

#### **CONTACT WITH THE PROGRAM**

- Where did you hear about us?

- association, organization, employer
  - media
  - newsletter or publication of organization hosting program
  - staff of organization hosting program
  - internet
  - other
- Sign up for our newsletter

**TERMS OF USE AND PRIVACY POLICY**

**CONSENT** to the collection and use of personal information for matching purposes

**A13**

**APPENDIX 13**

## Sample Interview Questions for Applicants

This appendix contains the script and interview questions used by DiverseCity onBoard staff at The Maytree Foundation. A standard approach is recommended to ensure that each applicant is treated in the same way.

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### **PURPOSE OF INTERVIEW:**

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1. to assess suitability for serving on boards (skills, experiences & attitude)
2. to determine areas of interest and passions
3. to ensure an understanding of the program and to manage expectations
4. to promote the program through referrals

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### **BEFORE THE INTERVIEW:**

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- Review application and resume.
- Look for discrepancies and missing information (for example, skills & experience, board experience, governance training).

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### **THE INTERVIEW:**

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Welcome and thank you for applying.

#### **How did you find out about the program?**

Intro: Maytree is a Canadian charitable foundation established in 1982. As an organization, we believe in building a Canada that can benefit from the skills, experience and energy of all its people, so we promote diversity. We promote diversity in the workplace, in public office, and in leadership across the GTA.

DiverseCity onBoard is about promoting diversity in leadership, specifically on boards. The goal of the program is to connect people from diverse backgrounds to opportunities to serve on boards. The boards we deal with are

- the nonprofit sector
- municipal agencies, boards and commissions
- provincial agencies, boards and commissions
- colleges, hospitals and universities

It's sometimes easier to remember the areas we don't serve, which is corporate and federal.

We deal with a broad range of boards, requiring a wide range of experiences. The kind of board a person serves on is largely driven by the person's professional and board experience. Smaller nonprofits don't require a lot of board experience, while provincial appointments often look for lots of experience. Municipal appointments follow the municipal elections, so we won't have a lot before then. Any questions so far?

We like to meet with our candidates so we can discuss skills and experiences, and to gain an understanding of the person's passions and interests. This is volunteering at a high level, so there has to be a personal reward for you.

**Mandatory questions:**

- What made you apply to the program/why are you interested in serving on a board?
- Please tell me about your passions and interests.
- What contributions do you feel you would make to a board?

**Optional/probing questions if needed:**

- What do you hope to achieve by serving on a board?
- Please give me an example of a situation where you had a leadership role. What was the issue, what did you do?

- Let's daydream a little. Can you describe the ideal organization on whose board you are serving? What's the organization involved in (clients, mandate...etc.)
- Is there anything that you really don't like doing?
- Is there anything else we should know?

**If the candidate has board experience:**

- What did you like about serving on a board?
- What did you find challenging?
- Give me an example of a situation when you made a difference.

---

**NEXT STEPS:**

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If no board experience or training, mention the requirement of the online training program. An access code will be sent via email. This training is provided by Charity Village.

The automated online matching system which Maytree uses operates as follows:

Organizations register online describing who they are and what they do. They then post a vacancy depicting the skills and competencies they require. This is the same list of skills and competencies completed by applicants.

Once the organization and position are approved by Maytree staff, the organization will see a list of names of candidates who meet their requirements. They can then view profiles and resumes and get in touch with the individuals they are interested in interviewing.

The same system applies for candidates. Once they are approved, they will see a list of highlighted positions on their profile. They can then view the organization and the posting and apply if interested.

It is more effective for the applicant to be proactive by pursuing opportunities.

Provincial appointments and some other organizations do not register as above. We have a list of vacancies on our website. This is also useful in case candidates are interested in positions that do not show up on their list of highlighted positions. The link to vacancies is included as part of the follow up email.

---

**CLOSE:**

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Ask: is there anything else we should know?

We need your help in spreading the word about the program. Is it OK to send you a PDF file so you can send it to your contacts from diverse backgrounds who may be interested in serving on a board?

Do you know any organizations that may be looking for board members? May we send you a PDF file that you can forward?

Thank them again. Mention emails they will be receiving and training opportunities.

A14

APPENDIX 14

## Sample Post-Interview Email for Applicants

Dear XXX,

It was a pleasure meeting you and thank you for taking the time. You have wonderful skills and experiences that will serve you well in volunteering on a board.

We encourage you to be pro-active in pursuing board opportunities. Please log on to your profile by visiting: <http://maytree.com/diversecity/login> using the user name and password that you created when you applied. Under the Highlighted Positions section, on your Profile Dashboard page, the system automatically lists suitable opportunities for active members. Once you find a vacancy that interests you, please apply directly. Be sure to let us know that you have applied so we can follow up with the organization.

Alternatively, you can view vacancies (including provincial and municipal) by visiting:

<http://www.maytree.com/divcity/onboard/vacancies>

We'd really appreciate your help in spreading the word about this program. I've taken the liberty of attaching a file with more information; please forward it to your contacts from diverse backgrounds.

Welcome to the Maytree Leadership Network. You will receive information from us regarding training opportunities and other events.

I look forward to seeing you again.

Regards,

**A15****APPENDIX 15****Sample Registration for Boards**

This appendix provides you with a detailed outline of the kind of information you may choose to include on an application form. Some of it may be optional.

Your programming decisions will dictate the essential information you need to collect in order to contact organizations. You can decide if you would also like to collect information for program statistics at the same time.

**GENERAL INFORMATION**

- organization name
- description of the organization
- website address
- sector type – nonprofit, municipal, provincial, other public
- revenue range (ranges provided)
- number of staff (ranges provided)
- telephone number

**PREFERRED MAILING ADDRESS****PRIMARY CONTACT****TERMS OF USE AND PRIVACY POLICY****CONTACT WITH THE PROGRAM**

- Where did you hear about us?
  - association, organization, employer
  - media
  - newsletter or publication of organization hosting program
  - staff of organization hosting program
  - internet
  - other
- Sign up for our newsletter

**A16**

**APPENDIX 16**

## Sample Governance Training Schedule

### 2009 TRAINING SCHEDULE

*Thursday, February 12th, 2009*

#### **Effective Governance**

A course about board basics. This introductory session begins with an exploration of a variety of governance models within the non-profit sector and examines board structures and processes.

*Thursday, March 26th, 2009*

#### **Boards of Directors' Roles and Legal Responsibilities**

In this course individuals will learn about: the basics of corporation legislation and the fundamental responsibilities of Directors and Officers; the duty of care and standard of care required for Directors serving on boards of charities and nonprofits; and discuss examples of responsibility and liability.

*Thursday, April 16th, 2009*

#### **Finance Fundamentals 1**

This session provides participants with an overview of key financial issues Board members should be aware of including an overview of the charitable sector, CRA regulations pertaining to charities, Board financial responsibilities, and risk management issues.

*Thursday, April 30th, 2009*

#### **Finance Fundamentals 2**

A hands-on course where participants will learn strategies for reading financial statements and for understanding liability issues from a financial perspective.

*Thursday, June 4th, 2009*

#### **Strategic Planning**

This workshop describes the strategic planning process, its importance to organizations and the primary elements of success, including how to develop a strategic plan and vision, mission and value statements.

*Thursday, October 15th, 2009*

**Resource Development**

This session covers the highlights of fundraising methodology, the specific governance responsibilities of the Board of Directors, and the practical ways individual board members can help the organization raise the money it needs to fulfill its mission.

Note that these sessions were held from 5:30 to 8:30 in the evening and were delivered by specialists in each topic.



**APPENDIX 17**

## Sample Job Descriptions

### Sample 1

#### **THE MAYTREE FOUNDATION**

#### **DIVERSECITY ONBOARD – PROGRAM MANAGER**

Maytree is a private foundation that promotes equity and prosperity through its policy insights, grants and programs. The foundation has gained recognition for its expertise in developing, testing and implementing programs and policy solutions related to immigration, integration and diversity.

Maytree is seeking an experienced Program Manager to provide strategic direction and manage implementation of the DiverseCity onBoard program. DiverseCity onBoard connects qualified candidates from racially and ethnically diverse communities with governance positions in agencies, boards, commissions and nonprofit organizations across the GTA.

#### **Responsibilities**

The DiverseCity onBoard Program Manager is responsible for:

- Supporting the overall program objectives of the DiverseCity onBoard program through the design, coordination and implementation of candidate and organization recruitment, governance training programs, outreach and marketing materials including web-related materials
- Identifying, documenting and implementing policies and procedures to ensure ongoing program quality standards
- Developing and managing relationships with training organizations, consultants and facilitators
- Conducting specialized searches for upper tier nonprofit and public organizations looking for board members
- Preparing and delivering presentations to support the outreach and marketing of the program

- Supporting other activities and relationships to build the profile of DiverseCity onBoard to business, public and community sectors
- Supervising program staff including recruitment coordinator and program administrative assistant
- Creating an evaluation framework to measure the successes of the program
- Preparing and submitting reports to funder as required

**Qualifications:**

- Post secondary education in related field with 3 – 5 years work experience in program delivery environment in a management capacity
- Knowledge and experience in establishing service delivery standards, monitoring quality control and establishing performance metrics
- Excellent communication (oral and written), organizational, time-management, negotiation and interpersonal skills; Public speaking and presentation experience an asset
- Exceptional problem solving skills and ability to provide strategic direction
- Excellent knowledge of computer applications and developing systems-based solutions
- Skills in relationship development and working effectively with diverse stakeholders
- Entrepreneurial with the ability to work independently and, at the same time, work in a collaborative environment
- Strong computer skills (MS Office including internet and email)
- A drivers' license is required as some travel is necessary within the Greater Toronto area
- Interviewing experience an asset; tact and diplomacy essential
- General knowledge of boards and governance issues an asset
- A passion for and commitment to the work of Maytree

**Terms and Conditions:**

- This is a full-time position with some evening and/or weekend work required.

The Project Manager reports to the Senior Manager, Leadership Programs.

**Sample 2**

**RECRUITMENT COORDINATOR – DIVERSECITY ONBOARD**

Position report to: Manager, Diversity onBoard

**Brief Summary of Position**

The Recruitment Coordinator will be responsible for implementing the candidate recruitment strategy for DiverseCity onBoard to expand the roster to 750 candidates by March 2009. DiverseCity onBoard is an initiative of the foundation that connects qualified candidates from diverse communities with governance leadership opportunities on boards of public agencies, boards and commissions and nonprofit organizations.

**Specific Responsibilities**

- Identify potential key partners that will be critical in facilitating the recruitment of candidates (professional networks, associations, service clubs, university alumni, etc.)
- Seek referrals from existing candidates and others for expanding the roster
- Follow up on leads and referrals to expand roster with candidates with specific competencies and from communities that not represented in the roster
- Develop and disseminate information packages to recruit candidates
- Interview and screen candidates based on program criteria
- Develop the candidate profiles for website

- Assist in the marketing and project management of annual DiverseCity in Governance Awards
- Assist in the ongoing program design to enhance the overall impact of the project

### **Qualifications**

- 3-5 years experience in promoting/marketing a program
- Strong competence in written and verbal communications
- Excellent presentation skills
- General knowledge of boards and governance issues an asset
- Demonstrated skills in building and managing stakeholder relations including facilitating partnerships
- Excellent organizational, time-management skills, and flexibility to respond to changing priorities
- Entrepreneurial with ability to work independently and at the same time, work in a collaborative environment
- Strong computer skills (MS Office including internet and email)
- A drivers' license is required as some travel is necessary within the Greater Toronto Area

### **Reporting**

The Recruitment Coordinator will report directly to the Manager, DiverseCity onBoard and provide a monthly report of activity.

Hours of work are Monday to Friday but some flexibility to work evenings or weekends is required.

### Sample 3

#### **PROGRAM ASSISTANT**

##### **Responsibilities**

Overall administrative support for Maytree's DiverseCity onBoard program which includes the following responsibilities:

- Candidate Recruitment:
  - Responding to general inquiries
  - Setting up and Maintaining recruitment coordinator's schedule of interviews
  - Ensuring candidates' paperwork is in order
- Board Recruitment:
  - Responding to general inquiries
  - Organizations registering under the new web system - Audit and approval
  - Support Manager with outreach to nonprofit boards
  - Track nonprofit board postings
  - Track nonprofit board appointments through the system
  - Follow up with organizations that post vacancies during the appointments process - quality control
- Training:
  - Support for online governance training: emailing invitations and reminders, tracking PIN codes
  - Support for governance training workshops

- Website:
  - Support with transition from old website/application to new: data migration, quality control
  - Maintaining the accuracy and timeliness of information and postings on the website
  - Organizations registering under the new web system - Audit and approval

### **Duties**

- Communicating via email and telephone, responsible for leaders@maytree account
- Tracking incoming candidate applications
- Scheduling appointments (40 to 50 per month) and booking meeting rooms
- Following up to ensure candidates' applications, resumes and references are in order
- Posting board vacancies on website
- Posting board appointments on website
- Assigning and tracking PIN codes for online training (25 to 35 per month), sending reminders to candidates
- Inviting candidates to training workshops
- Tracking attendance and workshop evaluations
- Arranging for catering and meeting space
- Preparing program material for distribution
- Database management for all program-related contacts
- Supporting the marketing and outreach of the program
- Providing support to other programs for vacation and/or sick leave coverage
- Other relevant duties as assigned by manager

### **Qualifications**

- Demonstrated commitment to social justice
- Minimum 2 years experience in an administrative role
- Excellent interpersonal, verbal and written communication skills
- Outstanding organizational skills
- Skilled at multi tasking
- Capacity to work collaboratively as a member of a team
- Sound knowledge and understanding of diversity issues
- Excellent command of Microsoft programs including Word, Excel and Access
- Flexible with a willingness to assist with other duties when required
- Post-secondary education a definite asset

### **Terms and Conditions**

- Work hours are 9:00 AM to 5:00 PM, 5 days/week with some evening and/or weekend work required
- This is a full-time position
- The Program Assistant will report to the Manager, DiverseCity onBoard



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