



9. Board Recruitment

Community Forest Boards require a broad range of expertise to be effective. Having board members with forest industry experience is invaluable. However, board members with other skills including financial and legal backgrounds will also help guide the company successfully. (see Key Skills and Experience). A well-balanced board will provide the manager with the collective knowledge needed to make informed decisions.

As per Article 3 of the Limited Partnership Agreement, when a position becomes available, “the Shareholder shall advertise for a minimum of two weeks in a public newspaper and a subcommittee of the existing Company directors shall nominate and make recommendations to the Shareholder for appointments to the Board. After considering the recommendations of the subcommittee, the Shareholder may appoint any person, including any person recommended by the subcommittee, as a director of the Company.”

Despite this, the Shareholder may choose to ask the Company to carry out the recruitment process and be presented with the recommendations of the subcommittee to make the final decision and ratification of new directors. (see current VCF Procedure #1 Dec 6th, 2018)

Recruitment Process Guidelines

- Create a recruitment subcommittee.
- Review the skills and experience required for the board as a whole. Give consideration to what skills are currently represented, and what are missing. This will ensure the board has the required collection of skills and experience.
- Draw up a list of the skills and experience you are seeking.
- Advertise locally including but not limited to: word of mouth; notice boards; newsletter and website; local newspaper, and Village newsletter/website. Advertisements should include the number of vacant positions and required skills/experience for those positions to be filled.
- Have candidates complete the application form asking about their related competencies, experience and credentials.
- Make a shortlist of candidates who best match the qualities and invite them to meet the subcommittee for an informal interview.
- At the interview, give candidates detailed information about your expectations of board members, estimated time commitment as well as a policy package and information about the definition of a limited partnership which will help explain important details about your organization.



- Compile a list of questions to ask candidates at an informal interview (or phone call). Ask them to explain how they match the qualities you are looking for and why they want to volunteer for the board.
- Don't let any personal prejudices or biases affect your opinion of the candidates.
- Review the key skills and experience of each candidate and rank the best candidates.
- Make candidate recommendations to the rest of the board and manager.
- After new directors are officially appointed, thank the unsuccessful candidates.

Appointments to the Board of Directors are ultimately made by the Shareholder but candidates will be recommended by the recruitment subcommittee, guided by the following selection criteria:

Core Competencies

All Directors must possess at least 2 of the following core competencies:

- Well-developed faculty for critical analysis
- Basic financial literacy, including the ability to read financial statements and the use of financial performance measures
- Thorough knowledge of the responsibilities and duties of a director including the ability to distinguish corporate governance (the Board) from management's operations, roles and responsibilities (the General Manager).

Personal Qualities:

- Good judgment
- Communication skills
- Active contributor to discussions and subcommittees
- Confidence
- Integrity and honesty
- Intellectual curiosity
- Discipline
- Genuine interest
- Representation: The ideal board member should not represent any interest group, nor should they be perceived by the community at large to represent any interest group - no politics. This person should be community minded and willingly work towards the greater goal of the company rather than individual or personal interests.



Key Skills and Experience

The Board should possess the following skills and experience collectively, while individual Directors must possess at least 2.

- Experience with operational forestry (harvesting, road building, hauling logs, layout etc.)
- Experience with milling operations
- Experience managing operations of a small or medium sized commercial or non-profit entity or government organization
- Experience in operating a business in British Columbia
- Previous experience as a member of a Board of a commercial or non-profit entity
- Accounting, financial or legal experience
- Conflict resolution training or experience
- Knowledge and experience with forestry issues in BC including First Nations interests and environmental and safety issues
- Experience in developing and/or leading communication programs
- Experience with consultation processes with local governments and/or aboriginal interests in BC.
- Experience and knowledge of non-timber resource areas, such as recreation, biodiversity, environmental sustainability, range management, botanicals, fisheries, wildlife and wildfire management.