



## IBHRE GUIDING PRINCIPLES GOVERNING LEADERSHIP APPOINTMENTS

### *General Principles*

**Equitable Distribution.** Leadership appointments with IBHRE are limited and highly-valued. Committee, subcommittee and task force appointments should be distributed as equitably as possible, to ensure a manageable workload for individuals, expand opportunities for volunteer engagement, and avoid perceptions of favoritism.

**Expertise.** Appointments are made primarily on the basis of expertise. Secondary considerations may include leadership development, succession planning, continuity and willingness to make the necessary time commitment.

**Diversity.** Wherever possible, appointments should reflect a diverse mix of backgrounds, occupations, demographics (geography, ethnicity, gender), and interpersonal communication and problem solving styles. Other considerations include requirements identified in the formal charge, and factors such as the length of IBHRE service and experience with non-IBHRE organizations.

**Terms.** Terms should be staggered to maintain the targeted mix of expertise and diversity, to the extent possible. Individuals should be informed of the length of their terms at the time of their appointments.

**Conduct.** Leaders conduct affects the credibility of the IBHRE and the effectiveness of its governance structure. Committee and Task Force Chairs and Staff Liaisons are expected to monitor leadership disclosures, participation and performance, and to take appropriate action, including recommending the removal of an individual to the Board mid-term, or non-reappointment.

**Reappointment.** Rotating assignments benefits individuals (by enlarging their understanding of the IBHRE and bringing them into contact with new colleagues) and committees (by providing fresh perspectives and energy). Reappointment is not automatic, and should be considered in the context of this guidance document, especially equity, expertise, diversity and performance.

**Succession.** Board officers will be considered for the leadership succession, followed by directors, committees and task forces.

**Consultation.** The Board President should consult broadly about the current status and future resource needs of committees and task forces, and the performance and potential of prospective appointees. Consultation should include the President, Executive Director, Chairs, Staff Liaisons, and leadership database.

**Transparency.** Information about leadership opportunities, qualifications, and the appointment making process should be easy to access and clearly communicated by leaders of IBHRE and staff.

### ***Other Considerations***

**Size and Composition.** Sizes for committee and task force should generally be stated in ranges, to provide flexibility. Entities that typically conduct business by voting should have an odd number of members to break tie votes. Operating committees and task forces should have a mix of directors and non-directors where appropriate.

**Board Liaisons.** A Board Liaison should be assigned to each operating committee and task force. The Board Liaison role is distinct from the role of a committee member, as defined in their respective job descriptions.

**Directors.** In general, Directors may have one or two assignments, in addition to their Board Liaison appointment.

**Officers.** In general, Officers may be assigned to committees or task forces outside their ex officio appointments where they have specific expertise or experience that is unavailable in other volunteers.

**Vice Chairs.** Where applicable, committees and task forces can have a Vice Chair to assist the Chair with committee management and leadership development.