

A Board's Guide to Effective Succession Planning

**2016 SCHOOL
TRUSTEE
ELECTIONS**



**Make a difference
Ki te whakapiki**

If you are failing to plan,
you are planning to fail.
Tariq Siddique

What does effective succession planning look like?

The 3 R's

Succession planning is the strategic, systematic and deliberate effort to ensure:

A: Readiness

1. Board documentation is in place and up to date to allow the new board membership to effectively govern the school.
2. The relevant skills, experience and behaviour of effective trustees for our school is determined and advertised.

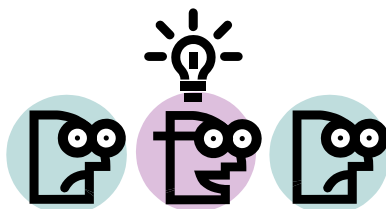
B: Recruitment

1. Potential trustees with a balance of skills and experiences are identified through a range of activities.
2. Potential trustees are given accurate and relevant information as to the role of the board.
3. Parents on the voting roll have been given appropriate information regarding the voting process and the relevant skills, experience and behaviour required of school trustees.

C: Retention

1. An inclusive, supportive and thorough induction process is planned and implemented.
2. Ongoing professional development opportunities are made available to support trustees and the board as a whole.

There is no defence for a board not doing the most it can to ensure the best possible trustees are elected who are equipped with the appropriate information and professional development available in order to carry out their governance role.



After 3 June 2016 what will your
outgoing board's legacy be?

Key dates for the board in planning for effective election outcomes

The following dates are suggestions only (unless they have an asterisk beside them which means they are the dates that must be used) for those boards using the common election date of 3 June 2016.

Date	Task	Completed
2015	Discuss and determine process for succession planning	
Returning officer must be appointed by 27 April 2016*	<p>Election date minuted. Returning officer appointed. Ensure returning officer has registered online with NZSTA. Plan process up to and including readiness of board documentation, advertising the elections, seeking nominations and induction of new trustees. Confirming board constitution/membership.</p>	
March/April/May 2016	<p>Advertise elections. You may wish to organise school community forums. See the NZSTA Power Point session <i>A Sneak Preview of Effective Trusteeship</i></p>	
April 2016	Ensure the returning officer has registered and completes the Returning Officer's Online Module.	
April/May 2016	<p>Advertise elections and proactively seek and encourage potential candidates. Regularly liaise with returning officer. Ensure documentation for new trustees/board is in place. Plan induction programme.</p>	
9 June 2016*	<p>Votes counted. Results declared. Determine first communication to new board, and by whom, and set first meeting date.</p>	
10 June 2016*	<p>New board takes office. Implement induction programme.</p>	

Appointing your returning officer

Appointing an effective returning officer is a vital component of a successful election process. The board needs to give careful thought into the required skills and time required to be a returning officer.

It is important you appoint someone who has an eye for detail, ability to follow instructions, has good communication and can work effectively under time constraints.

A returning officer needs to;

- be able to plan and follow the election process ensuring that all legislative requirements are met
- have access to and be able to use a computer
- be able to liaise with school office staff regarding the school roll, timely collection of nomination forms and voting papers
- complete the Returning Officer's Online Module
- be able to make decisions
- be able to meet deadlines
- regularly liaise with board chair or delegate re elections updates

Returning officer training can be accessed via the returning officers online module, on the trustee elections website. This takes about 40 minutes to complete.

The returning officer is not responsible for marketing the elections but rather running the election process.

The board needs to;

- agree on and minute the election date preferably by 1 April (if using the common election date)
- appoint an effective returning officer. The legislative requirement is for the returning officer to be appointed at least 37 days before election day but we recommend this be done preferably by 1 April to ensure returning officer training can be accessed
- ensure that the returning officer has a letter of appointment which states the remuneration to be paid and confirms which elections the returning officer is responsible for. E.g. parent and/or staff elections (see <http://www.trustee-election.co.nz/board-resources/appoint-a-returning-officer/letter-of-appointment>)
- Advise returning officer of the date of the elections and the number of parent representative positions there are on the board
- Determine lines of communication to ensure the board is kept up to date with progress particularly nominations received.

How ready is your board to hand over after the elections?

In order for you to hand over to new trustees after the 2016 trustee elections, you will need to ensure clear, transparent documentation and processes are in place. In order to assess your readiness the answers to the following questions may be helpful:

Question	Documentation	Support
1. Have you a clear, documented definition of governance for your board?	Governance Definition	Policy Framework 2016 (pdf) Found here: http://www.nzsta.org.nz/professional-development/template-resources
2. Have you a <i>Board's Roles and Responsibilities Policy</i> ?	Policy Framework 2016 (pdf) Found here: http://www.nzsta.org.nz/professional-development/template-resources	NZSTA
3. Have you a code of conduct for your board?	Code of Conduct Policy in the Policy Framework 2016 (pdf) Found here: http://www.nzsta.org.nz/professional-development/template-resources	NZSTA
4. Have you an up to date charter including your strategic plan?	School Charter	NZSTA Charter Review Online Module found here: http://resources.nzsta.org.nz/charter_review/story.html
5. Have you an up to date set of board policies that reflect your governance framework?	Policy Framework Policy Framework 2016 (pdf) Found here: http://www.nzsta.org.nz/professional-development/template-resources	NZSTA
6. Have you a trustee folder with all relevant information including policies?	Trustee Folder/Governance Manual See page 7	NZSTA
7. Have you a review programme covering all areas of board operations?	3 Year Review Programme http://www.nzsta.org.nz/media/1298/ http://www.nzsta.org.nz/professional-development/template-resources/workplan.pdf	NZSTA
8. Have you identified the variety of relevant skills, experience and behaviours required of trustees on your board?	List of relevant skills, experience and behaviours required See page 8	NZSTA
9. Have you an induction plan?	Board Induction Plan– See page 11 Trusteeship Booklet: http://www.nzsta.org.nz/media/191572/nzsta_trusteeship_guide_-2013.pdf	NZSTA

Readiness for Recruitment

Process	Date: If using common triennial election date
1. Agenda time at a board meeting to discuss the succession planning process.	Nov/Dec '15 Board Meeting
2. The board discusses the election process and the work that the board needs to take responsibility for. Commitment is sought. Person or team is identified as the process driver/s. e.g. Current trustee/s not intending to re-stand. Remember this is not a task for the returning officer! The delegations to this team are clarified and documented.	Nov/Dec '15 Board Meeting
3. The board/committee determines and documents the relevant skills, experience and behaviours required for effective trusteeship. This can be a brainstorming exercise using the suggestions on page 7 as a basis for discussion.	March 2016
4. Prepare an information booklet for prospective trustees which includes all the relevant information they require. See suggestions on page 8.	By April 2016
5. Organise several community forum/information evenings for prospective trustees. e.g. <ul style="list-style-type: none"> • at your school. • for your Parents and Friends group. • at local Rotary, Lions clubs or other service groups. • at the local early childhood centre or your local contributing schools. • local church, marae and other community focus groups. 	Until noon 20 May 2016
6. Continue to promote the elections to your parent community in newsletters. Outline what skills, experience and behaviours would be helpful around the board table. Promote the importance of having a say by exercising your vote.	Until noon 3 June 2016

“The importance with which the board is viewed, can be seen by the amount of effort dedicated to board recruitment, orientation, and training. In far too many non-profits, board recruitment is a process of finding the nearest warm body without regard to the organisation’s needs or the role of the board.”

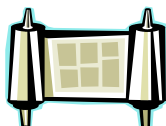
Nathan Garber

Trustee Folder Index

In order for new trustees to be as effective as possible after the elections the development or review of a trustee /governance manual before this time is a positive and effective resource for the board. Trustees who are elected and do not have all the information they need are seriously hindered from participating fully. What information could this folder include?

1.The Future (Ends)

- The Charter
 - Strategic Plan
 - Annual Plan
- Triennial Review Plan
- Annual Agenda
- Meeting Agenda
- Current Budget



What information do you wish you had been given when you started on the board in order to make more informed decisions?

2. The Present

The board's definition of governance and management which sets out the governance framework for the board's operations.

Governance Policies (Gov. Process)

Roles & Responsibilities
Code of Behaviour
Chairperson's Role
Meeting Process
Meeting Procedures
Meeting Agenda
Board Review
Board Professional Development



Operational Policies (Executive Limitations)

Roles & Responsibilities of the Principal
Principal Performance Management
Disciplinary Process
Professional Expenses
Reporting to the Board
Curriculum Delivery
Personnel (NAG 3)
Financial Planning (NAG 4)
Financial Conditions (NAG 4)
Asset Protection (NAG 4)
Health & Safety (NAG 5)
Legal Responsibilities (NAG 6)

3. The Past (Review)

Last Annual Report
Last ERO Report
Last 6 months' minutes
Trustee Register
Staff Organisation Chart
Policy Review Reports
Curriculum Review Reports
Glossary of Terms
Board Constitution/Membership



Recruitment

Identify the skills, experience and behaviours that you would like to see represented around your board table. It is not expected that each trustee has all of these, but a variety is essential for an effective board.

General Competencies

Visionary leadership
Strategic thinkers
Analytical thinkers
Practical people
People who can communicate well
Team player

Job-related Competencies

Strategic expertise
Financial understanding
Legal understanding
Risk management
People management
Knowledge of education environment

Personal Qualities

Integrity
Honesty
Curiosity
Courage
Interpersonal skills
Genuine interest in the schooling community and its students
Time and commitment

Adapted from the Australian Institute of Directors

What strategies for recruitment have you identified?

- Run parent community forums - include early childhood centres' or contributing schools' parents.
- Hold local church, marae and other community focus group meetings.
- Hold service group meetings - Lions, Rotary or other service groups.
- Have the board and staff identify possibilities. Make contact and follow up with a signed nomination form.
- Send newsletters home.
- Advertise in community newspapers.
- Hold information meetings with other local schools.

Recruitment

Consider putting together an information pamphlet individualised for your school. This could include the following:

Trusteeship at xxx School/ College

Give a brief outline as to the positions on your board.

eg.

1 x Principal

1 x Staff Trustee

5 x Parent Elected Trustees

Outline what skills, experience and behaviours would be beneficial around the board table.

* Use the list on page 7 as a guide

- Document your board's definition of governance using the Policy Framework 2016 (pdf) found here: <http://www.nzsta.org.nz/professional-development/template-resources>
- Include your board's 'Board Roles and Responsibilities Policy'

Include your board's Code of Conduct Policy and the reasons why it is so important to adhere to it.

Outline:

- When and where your board meets and for how long.
- Your board's vision and mission statements.
- The professional development opportunities offered both internal and external.

Finish with a statement about :
We are looking for trustees who are focused on supporting professional leadership, teaching and learning, and the ongoing improvement of student achievement.

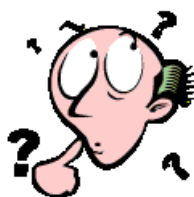
Is this YOU?

Give contact details

What information did you get when you were considering standing for the board?

What information do you wish you had received?

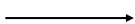
Will you be ensuring that this new board has all the information it needs?



Retention

In order to retain effective, productive trustees, boards need to focus particular attention on the following in the first 3 - 6 months of the new board's term.

Make trustees feel
welcome!



Letter of welcome sent after results are declared. Include:

- Congratulations on your election.
- Informing them that a trustee folder will be sent/given to them in the next xx days.
- Inviting them to an informal get together before the first formal board meeting, which will include an induction programme.
- Informing them of the proposed date, time, and duration of the first formal board meeting.

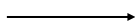
By :

- Electing an effective chairperson.
- Abiding by the Code of Conduct.
- Implementing a planned internal induction programme.
- Supporting attendance at external new trustee professional development opportunities.
- Evaluating each board meeting until confident they are meeting expectations.
- Building relationships.

Value individual trustees
and the work of the board



Provide for ongoing
review of performance



By :

- Ensuring there is a review programme in place.
- Implementing the review programme.
- Being prepared to act on information from reviews.
- Asking the hard questions.
- Seeking relevant professional development.

Board Induction Plan

A board only gets one chance to make a first impression. Here are some ideas that you might like to try for your board's induction programme:

Activity	Led by:	Outcome Expected
Ensure letter of congratulations has been sent with invitation to pre-meeting.		<ul style="list-style-type: none"> • New trustees feel included and welcomed to the board. • Trustees know what the next steps are. • Trustees know what is expected of them.
Send trustee folders.		<ul style="list-style-type: none"> • Trustees will have all the information they require in order to fulfill their role. • Trustees can attend the pre-meeting and ask any questions.
<p>Hold pre-meeting induction. Use trustee folder as the resource for this.</p> <p>Trustees taken on tour of the school.</p>		<ul style="list-style-type: none"> • Trustees get to know one another and the skills and experiences that each member brings to the board. • Trustees get an opportunity to assess each person's strengths and weaknesses before electing a new chair. • Trustees understand the requirements of the board chair role before electing the new chair. • Trustees understand the charter. • Fully informed trustees who understand the workings of the board. • Trustees sign and agree to work within the code of conduct. • Trustees are up to date with opportunities and risks facing the board.
Encourage board members to attend external new trustee training.		<ul style="list-style-type: none"> • Trustees networking with other trustees. • Opportunity to look at what we can and cannot do within the governance framework. • Opportunity to compare our board's governance framework with others.



For further support contact;
 NZSTA Election Advice Line:
 0800 ELECTION (0800 353 284)
 Email: electionsadvice@nzsta.org.nz

