



Director recruitment and appointment

Purpose

The composition of the board is considered a critical component of good governance, and in line with [Sport Governance Principle 4: The Players – A diverse board to enable considered decision-making](#), Sporting Organisations (SO) boards should be a diverse group of people who collectively provide different perspectives and experience to facilitate more considered decision-making.

This document provides guidance to organisations so that they can attract a diverse mix of skills, expertise and experience to meet the strategic goals of the organisation. Regardless of elected or appointed board positions the process ensures that both the sport community and wider professional networks are equally aware of directorship opportunities.

Objectives

This guide has been developed to ensure there is an appropriate board recruitment process and support the board in undertaking and maintaining openness and transparency of available board positions. This guide provides appropriate options throughout the process for reflection and analysis of the current board skills and those required to deliver on the organisation's strategic plan.

This guide is likely to be implemented by the Nominations Committee with support from the CEO/Company Secretary to execute the activities.

Key stakeholders

There are multiple stakeholders interested and invested in the make-up of the board. Whilst they will have varying levels of engagement it is critical to ensure that each is informed, involved, and empowered through the process.

The stakeholder list (not exhaustive) in this process may include.

- Sport community - members and participants
- Nominations committee
- Voting members (e.g. for NSOs this is generally State and Territory Member Associations (MAs) and member clubs for SSOs)
- Compliance and Regulatory Bodies
- International Bodies/Federations
- Partners



The process to guide Director recruitment

The success of a recruitment process will be underpinned by sound planning and preparation of the timeline to the AGM (Annual General Meeting) or when filling a vacancy. The list of activities below has been placed in sequential order and link to the various templates and guidance resources of the Australian Sports Commission. Not all activities and resources listed below will be relevant for all organisations. Sports are encouraged to take this guide and make it their own by tailoring to your specific circumstances.

Activity	Action
<p>Establish a process/timeline for the procedural and operational requirements of the board election/appointment as per the Constitution</p>	<p>Prepare a Process timeline, which is informed by a review of the Constitution and stakeholder engagement requirements. (<i>excel file in development to timeline the process</i>)</p>
<p>Terms of Reference</p>	<p>Review and update Nominations Committee (NomCo) Charter/Terms of Reference to ensure alignment with contemporary practice.</p>
<p>Recruitment of an Independent Chair of the NomCo</p> <p><i>If a candidate has already been identified, a sport may wish to make a direct appointment rather than undertaking a recruitment process.</i></p>	<p>Inform relevant stakeholders of the intent to appoint an Independent Chair.</p> <p>Develop an Independent Chair Position Description.</p> <p>Develop and publish an advertisement seeking an Independent Chair. (Best done on your website as this will be the source information that all other channels direct back to)</p> <p>Template - NomCo Chair Application form</p> <p>See Recruitment and Talent Sourcing Plan which details channels to advertise the opportunity</p> <p>Develop/review interview questions</p> <p>Interview candidates and prepare Recommendation Report</p> <p>Present the Recommendations Report to the Board for endorsement</p> <p>Develop Briefing Document for the Independent Chair</p>
<p>Board Skills Matrix</p>	<p>Circulate the Board Skills Matrix to current directors and have directors self-assess themselves against the Board Skills Matrix.</p> <p>The NomCo to determine both current and future recruitment priorities utilising the Board Skills Matrix Analysis worksheet (tab 2 of the Board Skills Matrix document – link above). This process can also inform succession planning.</p> <p>Prepare a Board Composition Assessment Report</p> <ul style="list-style-type: none"> - Identify skill and knowledge requirements to complement the existing Board composition - Consider diversity and constitutional provisions.
<p>Recruitment and Talent Sourcing</p>	<p>Develop Recruitment and Talent Sourcing Plan, including utilising the NSDR (National Sports Directorship Register) and/or AICD (Australian Institute of Company Directors) vacancy registration to source director candidates.</p> <p>Develop Director Position Description aligned to the identified skill and knowledge requirements. Where appropriate reference the relevant guidance sheets – Director Independence and Role of Directors</p>



	<p>Develop a Communication Plan for the voting members to inform them of the activities of the NomCo.</p> <p>Develop documentation such as</p> <ul style="list-style-type: none"> - Call for Nominations / Search Statement - Application & Nomination form <p>Advertise opportunities on a 'source' site (NSO website or jobs board) and share the opportunity via relevant channels (see Recruitment and Talent Sourcing Strategy)</p>
<p>Assessment of Candidates</p> <p><i>The process to determine the suitability of candidates can be influenced by procedural requirements outlined in a Constitution and the remit of the Board/NomCo.</i></p> <p><i>Accordingly, the Board/NomCo may wish to consider undertaking all or a selection of the listed actions.</i></p>	<p><i>Prepare a Shortlisting/Assessment Report (Simple excel file in development)</i></p> <p><i>Prior to conducting any interviews, ask candidates to self-assess their skills, experience and attributes against the Board Skills Matrix. Refer to the Director Success Profiles for additional guidance.</i></p> <p><i>Establish the interview process and prepare an Interview Guide. Note: Comprehensive Interview Guide linked to the Director Success Profiles</i></p> <p><i>Undertake Due Diligence</i></p> <ul style="list-style-type: none"> • <i>Director Eligibility</i> • <i>Conflicts of Interest</i> • <i>Working With Children Checks</i> • <i>Reference Checks</i>
<p>Recommendations</p>	<p><i>Undertake candidate eligibility and suitability assessment - NomCo – Assessing eligibility and suitability of candidates – Guidance Sheet</i></p> <p><i>Prepare Recommendation Report.</i></p> <p><i>Following the distribution of the Recommendation Report, hold a briefing session with the Member Associations/voting members to provide an overview of the activities of the NomCo and answer any relevant questions relating to the process undertaken.</i></p>
<p>Elections</p>	<p>Prepare an Information Pack for voting members and circulate in line with the Constitution (timeline). The pack should contain</p> <ul style="list-style-type: none"> - a cover sheet with a Board Skills matrix summary - Candidate information (including material from their Nomination Response form).
<p>Consent to Act</p>	<p>Following election/appointment, NSOs to have Directors complete</p> <ul style="list-style-type: none"> - a Consent to Act form, including a provision to capture Director ID Numbers.





This document is from the Sport Governance Resource Library, which contains a suite of consistent governance resources aligned with the Sport Governance Principles and Sport Governance Standards. The library is a collaboration between the Australian Sports Commission and the state and territory agencies for sport and recreation, which are united in the pursuit of sport governance excellence.

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