

# Practical approaches to board or trustee recruitment and induction



This resource complements Skills for Care's webinar focused on [Good governance: the benefits of board and trustee support](#).

It is aimed at services who either have a non-executive board or board of trustees (hereby referred to as board / trustees) and will explain how to successfully recruit and induct them into your service.

The Care Quality Commission (CQC) does not dictate if a service needs a board / trustees, but all charities will require a board of trustees and public limited companies require non-executive board members. Increasingly, non-executive directors are being used in smaller private services, even where there may be no formal requirement to use them.

<b>Identifying your recruitment need</b>	<p>Take each board / trustee recruitment as an opportunity to reflect on your existing members and where skills, experience and insight may be lacking.</p> <p>Self-assessment surveys can be used to undertake a skills audit and help identify any gaps that need to be filled. When undertaking such processes consider the board / trustee roles and what sub-committees that exist, ensuring any skills gaps cover these too.</p> <p>Reflect on what changes may be needed by the service in the next few years and aim to recruit a board / trustees that can support you through these.</p>
<b>Promote the opportunity</b>	<p>Raise awareness that you are recruiting new board / trustees via your existing networks. Provide clarity into the role, responsibilities, and location where relevant.</p> <p>Involve your existing board / trustees in this promotion, helping reach their own influential networks.</p> <p>If you have a regular turnover of board / trustees, seek expression of interest throughout the year.</p> <p>Larger services may wish to invest in specialist recruitment agencies or use external media to find the right people.</p>
<b>Application</b>	<p>Potential new board / trustees may not know your service so provide digital information packs, enabling them to understand your vision and values before applying.</p> <p>Provide as much insight into the role and expectations of the role as possible, including time commitment; board meetings, expectations regarding sub-committees and other duties such as service visits, relatives' meetings etc.</p> <p>Tailor your existing application form to the board / trustee roles being recruited. Look to draw out the unique experiences that will benefit your service.</p>

	<p>Use the application process to undertake a skills audit of potential new board / trustees, filling any gaps that may exist in the current group.</p> <p>Ensure potential new board / trustees complete the “Automatic disqualification declaration” to avoid you recruiting somebody not permitted to hold this position.</p>
<b>Interviews</b>	<p>Ensure your board / trustees lead the shortlisting and interview process of new members. Where possible, involve a person or persons you support in the shortlisting and interviewing too.</p> <p>Be open and upfront about the time commitment required by the board / trustees, check they have the capacity to support what is needed. Be explicit in terms of duration of appointment, numbers of meetings, papers etc.</p> <p>Before appointing, provide opportunities for these candidates to meet the manager / owner of the service.</p>
<b>Induction programme</b>	<p>Carefully plan the induction of new board / trustees to their specific role.</p> <p>Provide opportunities for them to meet with the wider board / trustees and key managers and staff in the service to ensure they know key contacts.</p> <p>Appoint somebody to coordinate their induction and respond to associated questions.</p>
<b>Induction pack</b>	<p>Develop and share an induction pack that covers the key documents that they will need to know about to perform effectively in their role, as well as providing further insight into your service.</p> <p>The induction pack may include terms of reference, code of conduct, corporate/business plans, overview of role and responsibilities, expenses etc.</p> <p>Policies and procedures are often shared too, but as adult social care services often have a wide range of these you may wish to choose the most relevant ones.</p>
<b>Mentor / buddy opportunity</b>	<p>Provide a mentor or buddy from the existing board / trustees to support the new member through their induction period.</p>
<b>Let people know of new board / trustees</b>	<p>Promote the fact that you have recruited a new board or trustee. Promote this via a press release, website update or via internal / external newsletters.</p> <p>Provide opportunities for your staff and people you support meet your new board or trustees (either virtually or in-person at events and meetings).</p>

**Further information and advice about Good Governance: The benefits of board and trustees is available from:**

[www.skillsforcare.org.uk/RMwebinars](http://www.skillsforcare.org.uk/RMwebinars)

