



MULTIFAITH

Housing Initiative

SUCCESSION POLICY AND PROCESS

February 2024

1. OBJECTIVE

The objective of this policy is to ensure that Multifaith Housing Initiative (MHI) has a rigorous, multi-year process in place to recruit, replace, and support volunteers to develop and deliver our Mission, Vision, and Strategic Plan. The scope of this policy focuses on volunteers for the Board and Committee Chairs.

2. DEFINITIONS

Board means the Board of Directors of MHI.

Chair refers to the leader of a committee.

Committees refers to various standing Committees such as the Executive Committee (EXCO), Membership and Outreach Committee (MOC), Finance and Audit Committee (F&AC), Governance Human Resource Committee (GHRC), Communications and Marketing Committee (C&MC), Property Management Committee (PMC), Membership and Outreach Committee (MOC) etc. who report to the Board of Directors of MHI.

Executive Director refers to the most senior staff member who is hired by and reports to the Board of Directors.

President is a volunteer who is the President of the Board of Directors of MHI.

Succession refers to a multi-year process to engage volunteers and ensure leadership continuity in key positions (eg on our Board and Chairs for our various Committees) to retain and develop knowledge, experience, and relationships for the delivery of our Mission and Vision and planned results.

Succession Plan refers to a well-developed process, that enables MHI to minimize the negative impacts caused by turn-over of Board Members or Committee Chair departures and brings together the best people possible to perform various roles as a diverse leadership team.

Volunteers refers to people who may be asked to take on responsibilities related to MHI, who are not Staff, but are appointed by MHI to be members of the Board of Directors or, help with the tasks charged to a committee or other organizations formed with the approval of the Board of Directors.

Committee Chairs refers generally to volunteers who chair a committee established by the MHI Board. In the past, volunteers who are also Board Members chaired a committee which facilitated strong internal communications between the Board and committees. However, in certain instances, a Committee Chair will not be a member of the Board, and in this case, with the Board's explicate approval, a volunteer can become the chair of a committee with a liaison from the committee holding the position of a Board Member on the Committee to ensure an adequate flow of information between the Board and the Committee.

3. POLICY STATEMENT

Succession Policy is an essential part of MHI's Governance Framework bringing selected people together to help MHI accomplishing its Mission, Vision, and Strategic Plan.

Succession engages people who are interested in MHI and housing for those in need of decent and affordable housing. Volunteers have certain talents and can be a Board Member, a Committee Chair, or a member of a particular committee. MHI relies heavily on volunteers and appreciate their contribution.

In the case of a Board Member, volunteers enable the Board to meet their fiduciary/oversight responsibilities; in the case of Committee Chair's, they ensure accomplishing the results of the Committee's annual work plan and responsibilities under MHI's Corporate Plan.

Our Multi-year Succession Plan must be developed, reviewed, and updated, at least annually by the Board to ensure sustainability and minimize risk. This work must be completed during the first quarter of the calendar year to allow recommendation(s) of new Board Members to be presented to our Membership at the Annual General Meeting as part of the Annual Board Recruitment Slate.

The GHRC and the ED support the Board in developing, reviewing, and updating the multi-year Succession Plan. The GHRC and the ED are responsible for bring forward the annual nomination slate for the board's approval which will then be taken forward, at the AGM to MHI's Membership, and for working with committee members (ideally with the Chair) to identify and support the appointment and/or renewal of each Committee Chair and ultimately to seek approval of the Board for Committee Chairs.

Our By-Laws presently require a maximum continuous term for Board Members of 6 years (including three terms of two years each) before, at least a one-year break must be taken from the Board. Committee Chairs must follow the same two-year approval process by the Board. However, Committee Chairs can continue beyond six years with approval of the Committee and the Board.

Committee chairs who are **not** Board members must be approved by the appropriate Committee and the Board every two years and unlike Committee Chairs who are Board Members are not limited to six years.

4. PRINCIPLES

The principles underlying this policy include the following:

- A forward looking, multi-year perspective is essential for succession planning to enable leadership to meet the expectations of our Mission.

- Succession is much more than replacing a single person or an ad hoc exercise to fill a position after it becomes vacant. MHI's preferred approach is to allow volunteers to grow into a greater leadership position.
- The Board and Committees require a balance of competence and experience to facilitate timely recruitment, growth, and nurturing of effective leadership.
- MHI is committed to diversity and inclusion. The Board, GHRC and ED strive to ensure diversity of perspective and faith. Effort is made to include individuals from underrepresented communities and sectors related to the organization's work.
- The new Board Member slate must be approved by the Board before being appointed by MHI's Membership which usually takes place at the Annual General Meeting. Our By-laws allow new Board Members to be appointed by the Board during the year. However, candidates approved throughout the year by the Board must be brought to the Membership's attention at the next AGM.
- The tenure for new Board Members must not exceed six consecutive years to allow a refresh of people on the Board. Further, approval by the Board and Membership at the AGM is required every two years (i.e. three terms of two years each) to ensure transparency and accountability. Committee chairs who are **not** Board Members must be approved by the Committee and the Board.
- The tenure for a Committee Chair who is **not** a Board Member could be approved for up to six years (i.e. three terms of two years each) by the Board. The Board may consider the length of appointment for a shorter period, or the Board can extend the tenure of a Committee Chair who is **not** a Board Member beyond six years in certain instances.

5. PLANNING

It is essential in creating, developing, or reviewing the Succession Plan that it be viewed as an ongoing responsibility of all Board Members and is closely tied to expected outcomes.

The important linkage that must be built into the development of the Succession Plan is to ensure the recruitment of human resources are tied to the expectations of our Strategic Plan and the direction of MHI for the future. The Plan details the inputs (i.e. Leadership) that will deliver the expected outcomes.

6. VACANCY IDENTIFICATION

The ED and GHRC should proactively identify potential Board and Committee Chair vacancies and initiate planning to develop and/or recruit succession options. Thus, in advance of a Board position or a Committee Chair position becoming vacant due to term limits, resignation, or other reasons, the GHRC with the ED, if it has not already done so, will initiate the succession process.

7. CANDIDATE SEARCH AND NOMINATION

Committees, the ED and GHRC proactively seek potential candidates through a combination of recommendations, outreach, and networking.

Candidates undergo a thorough assessment process **See Annex 1 and 3**. This process is important because volunteers should have skills and experience related to the work of the Board and Committee. This should be confirmed before engaging a potential volunteer to avoid disappointment.

8. ONBOARDING AND ORIENTATION

It is the responsibility of the GHRC to provide a new Board member or a new Committee Chair a comprehensive onboarding package that includes information about MHI's history, Mission, and governance structure.

Our ED should ensure a new Board Member or Committee Chair should also participate in an orientation session to understand their roles, and responsibilities. **See Annex 2**

9. CONTINUOUS DEVELOPMENT

Board members and new Committee Chairs should have access to development opportunities to enhance their skills and stay informed about emerging trends in governance, leadership, and the non-profit sector. Accordingly, they should stay abreast of the skills required for the organisation's functions.

10. PRIVACY/ CONFIDENTIALITY

NB. The ED will ensure all sensitive information received from candidates is treated as confidential.

Annex 1: Roles of the ED, GHRC and the Board in Assessing Possible Candidates

- Board Nomination Process – There are several steps involved including a) GHRC and ED determining need, b) seeking initial Board input particularly concerning need and possible candidates c) seeking initial list of possible people who are interested in volunteering and d) interviewing possible candidates. The ED and GHRC, begin work in the second quarter of the calendar year. Before the Summer break they hold an initial discussion with the Board to seek their input. They then begin identifying possible candidates. After the summer break interviews begin such that a second discussion with the Board should take place before the end of the calendar year to firm up nominations. Anticipation is critical in developing a multi- year Succession Plan. The ED and the GHRC need to look forward for specific expertise, skills, or the diversity necessary to bring strength, and balance to the Board. The GHRC shall distribute, for approval by the Board, a list of the skills and competencies that they believe will add value to the Board and seek input from the Board early in the annual process as contained in **Annex 3**.

Potential Board Members or Committee Chairs --may be suggested to the ED, GHRC or the Board. All potential new Board members will meet with the ED or her staff delegate, at least one member of the

GHRC and one member of the Board for an orientation into MHI and to explore the candidate's interests, desired areas of contribution, skills, experience and fit before the second discussion with the Board and nomination.

Annex 2: Board Orientation Guidelines

As part of the nominating process, all potential Board members should be provided with a copy of the MHI Briefing Booklet, Strategic Plan, the latest Annual Report, and access to the Board Private Page after signing a confidentiality agreement. Prospective board member will be expected to read the website to familiarize themselves with the work of MHI.

After Nomination

After nomination to the Board the following information which is available on our Private Page will be provided to new Board members to assist them in orienting themselves to the work of MHI and to the work of the Board.

- Current Budget and latest quarterly Report
- Copies of the last four (4) Executive Director Reports to the Board (as found in Board package)
- Copies of recent Corporate Plans
- Minutes of the last four (4) Board meetings (as found in Board package)
- Minutes (where available) from the Committee that the new Board member will sit on
- Last Audited Financial Statements and Management Letter (For Finance Committee members)
- Board Contact List
- Board Calendar
- MHI Bylaws.

New Board members should have a mentor for several months after joining the Board.

Within the first three months of joining the Board, the following meetings will be organized for the new Board member as part of the orientation:

- With the Executive Director, and selected staff, to further understand our business.
- With the Board Chair to answer any questions that may have after attending the first one or two Board meetings

If desired, new Board members are invited to attend meetings of Board Committees that they do not sit on, to enhance their knowledge of the work of the Board.

Annex 3: MHI Board Skills Matrix

MHI----Board Skills Matrix

This Matrix is a tool to help select volunteers for MHI. The GHRC and Board can consider using this Matrix on an annual or more frequent basis; to identify gaps in the skills, knowledge, experience, and personal attributes of our Board or Chairs of Committees. Core skills should include sector-based knowledge and diversity affiliated to faith interest.

In addition, the Board should also embody desirable diversity in aspects such as gender, age, or different perspectives relative to the skills and attributes noted above.

In short, this tool identifies current skills and reveals gaps for future consideration.

PROCESS

- a) Basic Data--- *The ED shall keep a document that details present Board Members—Name, date they joined the Board, areas of expertise/skills etc. and the date the individual’s six-year term expires.*
- b) Background Skills and Experience

Skill Area	Description	Possible Directors								
		1	2	3	4	5	6	7	8	etc.
Housing sector experience	Working or volunteering in the sector or other experience related to helping relive poverty or conveying the perspective of someone who has lived in social and/or precarious housing and/or tying this to MHI’s strategic objectives.									
Board experience.	Experience in an NGO or other Board related entity-being a Board member or volunteer. What positions have you held.									
Community development	Knowledge and experience in community and participatory development									
Communications	Experience in public or private sector developing communication strategies, announcements, crisis management products etc.									
Faith-based activities	Experience as a leader in faith-based groups or multi-faith activities.									
Leading change	Experience in leading change and being flexible and nimble									

Executive management	Experience at a Senior executive level																		
Financial Management	Possessing a professional accounting designation e.g. CPA And ability to: Review Annual Budgets. Analyze financial statements. Advise board on fin situation.																		
Human Resource Management	Identify Risks and Opportunities Determine way to mitigate risks. Measure personal suitability.																		
Innovative thinking in Sector	The Housing Sector is in a crisis in terms of homelessness but needs major innovation.																		
Develop Strategy	Ability to think strategically, ID opportunities and threats and develop effective strategies to execute improvement to help the homeless.																		
Government Relations	Ability to develop connections.																		
Fundraising and social financing tools	Ability to assess and support fundraising opportunities.																		
Technology	Ability to use technology. MHI holds in-person and virtual meetings. Committees review and modify documents e.g. policy documents. We use the internet and social media.																		
Legal	Ability to provide legal perspective on contractual and HR issues.																		

c) Diversity and non-skills-based criteria.

Criteria	Description	
Gender	Gender representation sought for the Board to reflect MHI's commitment to gender diversity.	
Faith perspective, geographic, racial, and cultural diversity	Efforts are made to include diverse identities, communities and sectors related to MHI's work.	
Diversity and Inclusion	MHI is committed to Diversity and Inclusion. How can you help to ensure diversity of perspective, background, and faith.	
Age	Some age diversity should be sought to bring generational perspectives	
Tenure	Diverse tenure to continue institutional memory and bring new perspectives.	

d. Personal Attributes

Attribute	Description	
Values	Working together to help the less fortunate. Adaptability Creativity Empathy	
Integrity / Ethics	A commitment to: <ul style="list-style-type: none"> • understanding and fulfilling the duties and responsibilities of a director, and maintaining knowledge in this regard through professional development • putting MHI’s interests before personal interests • being transparent and declaring any activities or conduct that might be a potential conflict of interest • maintaining Board confidentiality 	
Communication and influence	Ability to gain broad stakeholder support for the Board’s decisions	
Critical and innovative thinking	Ability to critically analyse complex and detailed information, understand key issues, and develop innovative approaches and solutions to problems	
Entrepreneurial mindset	Ability to identify and make the most of opportunities and overcome obstacles in what can sometimes be an uncertain future	
Leadership	Leadership skills including the ability to: <ul style="list-style-type: none"> • appropriately represent the organisation • set appropriate Board and Committee culture • make and take responsibility for decisions and actions 	