

The Nominating Committee: A Leader's Privilege



Governing Board
D/8 Spring Conference

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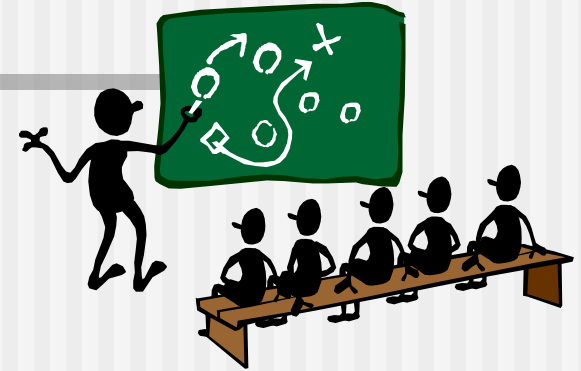
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Agenda

- **Today's Objectives**
- **Nominating Committee Goals, Protocols and the Rules**
- **Getting Started with Solid Processes**
- **Identifying Candidates**
- **Interviewing: As a Member of the Committee and as a Candidate**
- **Sensitive Issues: Confidentiality, Inclusion and Difficult Decisions**
- **Appendix: Timelines, Tools and Where to Find Information**

Today's Objectives

- Understand the guiding principles
- Review the definitions
- Appreciate the importance of the Nominating Committee
 - Succession Planning
 - Committee Conduct
- Utilize resources
- Learn practical tips
- Address some provocative issues



“In the Best Interest of USPS”**

“These tasks may be satisfactorily performed only if ComNom members think and act solely and exclusively to the best of their ability and reasoned conviction for the benefit of the USPS organization as a whole”

This guiding principle statement represents the foundational thinking for all three nominating committee levels

Each National Nominating Committee Member Should Possess Specific Knowledge and Skills

At a Minimum, These Include:

- **Bylaws**
- **Operations Manual**
- **Committee Officer Selection (for National Committees)**
- **Temporary Member ineligibility for other elective office**
- **Member replacement**

This guiding principle statement might represent the foundational thinking for all three nominating committee levels

The District Nominating Committee



Operations Manual 4.54 21 September 2012

Job Descriptions – Leadership Development Website (2011)

The district nominating committee is responsible for selecting a slate of district officers. This committee must consider the views of all squadrons. Continuity of experience is desirable so at least one member of the committee should* be elected each year, each member to serve a prescribed term



* Each District can use its own language –“must be elected”

Most squadron Nominating Committees mirror this district description

The District Nominating Committee

(Cont.)

Protocols &
Rules

The size of the nominating committee may vary. Three members is the minimum. It is important that the membership of the nominating committee be distributed throughout the district, and, in general, it is desirable to have no more than one member from any one squadron. All deliberations of this committee are to be held in confidence, except for the names of the nominees to be presented at the appropriate time. The district bylaws detail the procedure for the duties of the nominating committee

Stay tuned, we'll talk more about confidentiality in a little while



Getting Started: Baseline Principles

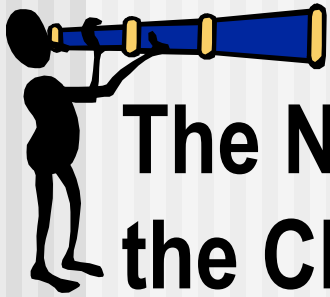
- We are a volunteer organization (but, not mediocre!)
- It is an honor to be asked to serve (recognition)
- Each person who wants to help can be matched to the right job (feeling a part of the organization)
- It's okay to say no! (don't pressure or mislead)
- Discuss the details of the job and indicate where they can be found for review – for the candidate to make an informed decision

As leaders, we have the privilege of serving on the Nominating Committee and in other positions. We serve at the pleasure of the membership – not the other way around

The Nominating Committee Represents a Fundamental Building Block for Squadron and District Success

Succession Planning

- **Preparing for the next slate with a view of 3 – 6 years**
- **Identifying candidates from squadron, district and new member pools**
- **Representing the changing member base**



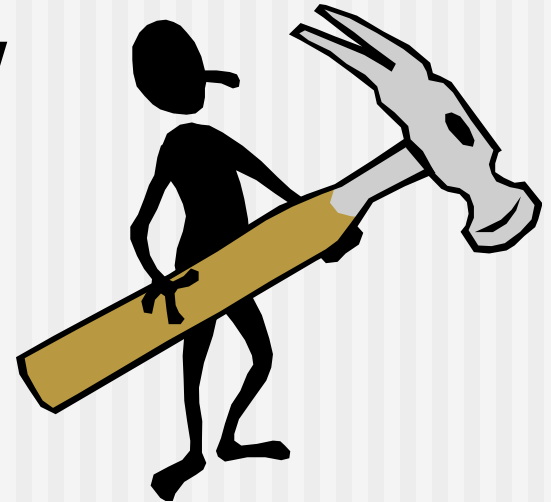
The National Level 'Watch List' Moves, with the Chair, from One Year to the Next

- Ability to get along with others, leadership qualities, experience, initiative
- Breadth of USPS experience
- Manifestation of interest in boating education – AP grade or higher, taught one or more classes
- Evidence of administrative ability (USPS or outside)
- Enthusiasm, time, merit mark record, national meeting attendance, national committee experience, leadership records at the district and squadron levels
- Health, personal habits, financial, family considerations, geographic location

These are the skills and knowledge sought at the National level. Maybe we should codify some of these criteria at the District and Squadron levels?

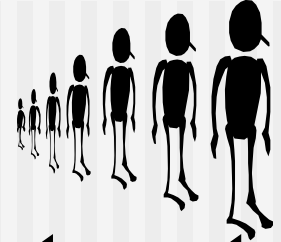
Nominating Committee Conduct is Crucial for Healthy Squadrons and Districts

- **Role model behavior**
- **Credibility for the present and future**
- **A very serious responsibility**



Lets take a look at some committee characteristics

Selecting the Nominating Committee Represents a Significant Future Investment



- A thorough understanding of the Squadron/District bridge positions – not only what is written in the Operations Manual, Job Descriptions and Bylaws, but the tribal knowledge of your own Squadron/District
- Strong leadership skills and a proven track record of working successfully on teams at both the District and Squadron levels
- A willingness to meet as many people as possible to search for potential candidates

Remember, page 5 has the description for the National Nominating Committee members

Think About These Characteristics: Knowledge, Vision and 'Wisdom'



- **A 6 year vision – the ability to spot hidden talent, new talent and objectively assess current candidates**
- **Solid interviewing skills**
- **For a District position**
 - ❖ **Clear ties and relationships at the Squadron and National levels**
 - ❖ **Previous Squadron Nominating Committee**
- **A commitment to the timelines and tasks established by the Chair**

Getting Started : A Potential Timeline – 1st Step (District Level)

- **An initial Nominating Committee meeting would occur at the Spring Conference (after elections) There would be a calendar and timeline developed and agreed by the Committee. Follow-up steps would be identified by person, action and date – Remember RACI?**
- **Communication would begin in the District publications (indicated on the initial timeline)**

Getting Started : A Potential Timeline – 2nd Step (District Level)

- **Communication to each Squadron Commander (with phone follow-up would begin between the Spring Conference and Summer Rendezvous) Each member could be responsible for 2-3 squadrons – not their own and/or certain positions depending upon committee composition**
- **Committee would have monthly communication and meet physically at the Summer Rendezvous and Fall Conference (and other times, as needed)**

Getting Started : A Potential Timeline – 3rd Step (District Level)

- Additional Squadron Commander follow-up would occur between the Fall Conference (primary interviewing time) and slate deadline
- Those selected would be immediately informed by phone – with an e-mail or written nomination confirmation from the candidate
- *Those not selected would be informed in a timely basis by phone*

Getting Started : 1st Step (Squadron Level)

- Each person serving as part of a multi-year term (SEO, Treasurer, Secretary) and those anticipating moving forward (AO, XO) should be contacted first to confirm their intentions
- Each Nominating Committee member goes through the entire roster identifying possible positions for the members they know
- First meeting combines the work of each member and decides who will contact whom
- Group discusses all candidates (as at the first meeting)
- A master to-do list is compiled (refer to the tools in the Appendix)
- Each member makes contact and reports to the chair
- Chair and committee sort through options thinking ahead for three years



Identifying Candidates

- **Active member in good standing: over 18 years of age**
- **Advanced grades and one merit mark for all Bridge positions**
- **Necessary skills**
- **Ability and willingness to do a good job**
- **Approval for Squadron and District Educational Officer and Assistants is needed by the NEO**

Some of these can be a bit simplistic and not as comprehensive as those for National office

Interviewing: The Committee Members

- **Identify yourself and purpose (often phone is the first contact)**
- **Describe the position(s)**
- **Provide sources for more information**
- **Discuss time commitment (including meeting attendance)**
- **Discuss financial commitment**
- **Ask for candidate's goals**
- **Ask for questions**
- **Don't forget to interview those remaining or moving up (SEO, Admin, Exec, Sec, Treas)**

Interviewing: The Candidates

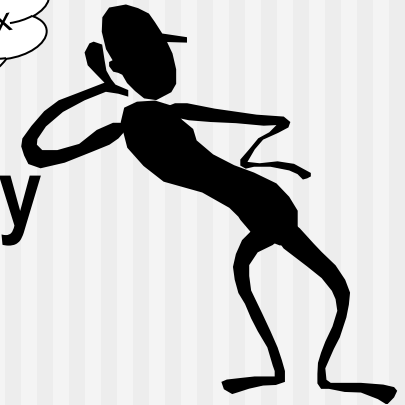
- **It's an honor to be asked**
- **Thank the member for their consideration**
- **Think about the position (don't discard out of hand)**
- **Answer truthfully (it's okay to say no! But be honest about the future, too)**
- **If someone says the position doesn't require much time, ask specific questions**

How Can the Nominating Committee Impact Membership Involvement???

- **Let's explore a few concepts**
 - ❖ **Think in a six year (District) or three year time frame (Squadron) – not just the upcoming year**
 - ❖ **Consider bridge, assistants, and major chairs**
 - ❖ **Use the Executive Committee as training (and testing!)**
 - ❖ **Explore all members' interests, background and skills**



See p. 28
In the Appendix



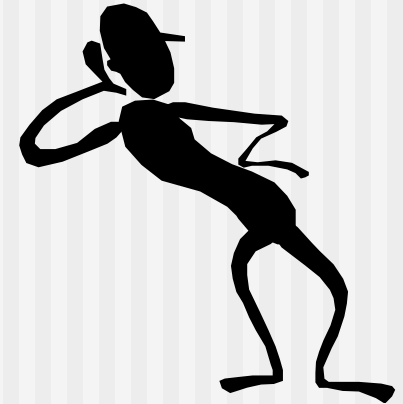
Provocative Issues: Confidentiality

- What does confidentiality really mean?
- What can we talk about?
- When can we announce a candidate? (bylaws and practice)
- Have you seen confidentiality used as a weapon to the detriment of the task at hand?
- Behaving credibly, future impact, role-modeling behavior

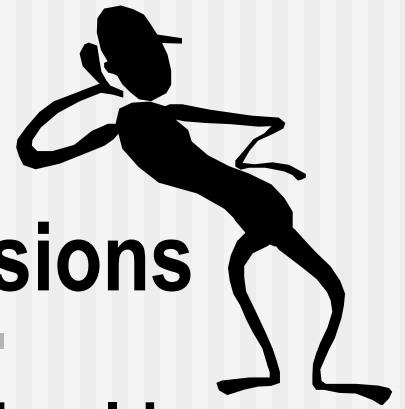
Understanding confidentiality often frames Inclusion and Difficult Decisions (next two topics)

Provocative Issues: Inclusion

- Role of the incoming and outgoing Commander (squadron and/or district)
- Role of other squadron members
- How to be transparent and confidential at the same time



Commanders *ARE NOT* ex-officio members of the Nominating Committee – but can and should be informed regarding Committee progress (see Appendix for tools) Committee should report at each Council/Executive Committee meeting once they begin their work



Provocative Issues: Difficult Decisions

- **What to do when we know a candidate should not move to the next level**
 - ❖ **Inappropriate conduct**
 - ❖ **Fiduciary responsibility**
- **Past behavior is an indicator of future performance**
- **Damage control**

What should we do if the candidate for office was elected last year without the proper qualifications?

Summary

- **Guiding principles**
- **A bit about the rules**
- **Practical tips for getting started**
- **Identifying candidates**
- **Interviewing**
- **Sensitive Issues: Confidentiality, Inclusion and Difficult Decisions**

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Appendix

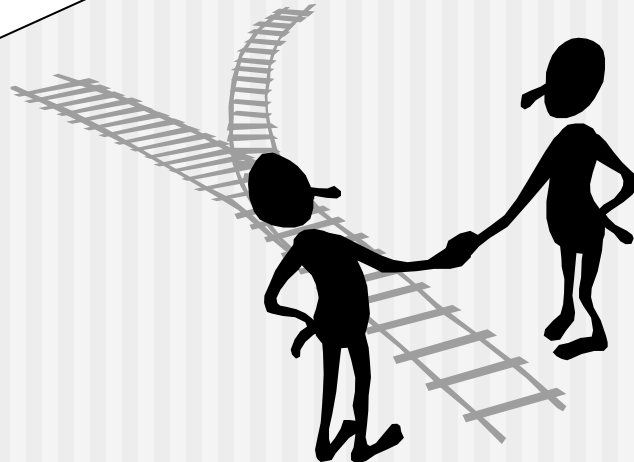
Here's Where to Start: Two Websites and a Manual – And Lots to Read!

Leadership Development Website

- Squadron Job Descriptions
- District Job Descriptions
- Operations Manual
 - ❖ Section #4 District
 - ❖ Section #5 Squadron

Rules Website – National Bylaws

- Model Bylaws
 - ❖ District – Article 6
 - ❖ Squadron – Article 11



National Committee on Nominations: Structure, Operations and Policies,

www.usps.org/national/ot/ and www.usps.org/national/rules/

Confidentiality

All activities of the committee including deliberations, writings, and communications with and by ComNom members that concern any business, policies, or actions of the Committee are *confidential and restricted to Committee members only*.

Liability and risk exposure normally arise *only* when there has been a *disclosure outside of the committee* of information, which is privileged, confidential, private, libelous, slanderous, or disparaging; or which reflects discrimination, malice, or wrongful intent on the person making the “publication” of the information.

Exceptions are the various routine correspondences with interviewees, résumé acknowledgements, reports to the Operating Committee and Governing Board, and other necessary administrative communications with the “outside world.”

Remember: Actual publish dates may vary by squadron and district bylaws

Job Description *(2011 Leadership Development Website)*

District Nominating Committee Chair

GENERAL

The chairman of the nominating committee and the committee members select a slate of officers and all other elected district positions.

RESPONSIBILITIES

- Attend the regularly scheduled meetings in conducting the ongoing affairs of the district.
- Abide by the district bylaws.
- Consider the views of all squadrons.
- Consult the records of the personnel committee to locate and/or confirm capable members to the various offices.
- Solicit recommendations from the commander, the bridge officers, past D/C's and other members who may have knowledge of a capable individual who may otherwise go unnoticed.
- Counsel potential nominees on their future job descriptions, district traditions and proper decorum in office.
- Mail or deliver the report of the committee to the secretary no less than forty-five (45) days prior to the spring conference.
- Prepare an annual committee budget and submit to the budget committee
- Turn over to their successor all files, records, reports, communications and documents of the district.

Remember: Actual publish dates may vary by squadron and district bylaws

Job Description *(2011 Leadership Development Website)* **Squadron Nominating Committee**

The Nominating Committee is an extremely important committee responsible for screening members who are willing to serve as officers or on elected committees. Very careful selection of members of the Nominating Committee should take place and are approved by the membership. The number of nominees for service on the Nominating Committee should exceed the number of vacancies to fill or allow the members choices in voting. Usually three members will serve on this committee with one member elected each year for a term of not more than three so as to maintain continuity. A balance of Past Commanders is desirable for service on the Nominating Committee because of their prior experience with various officers and committees. It is incumbent upon members of the Nominating Committee to attend as many squadron meetings and functions as possible in order to observe and evaluate potential nominees for squadron offices and elected committees. This is a year-round job and should not be conducted in secrecy. Members of the Nominating Committee should be consistently looking for potential candidates to fill immediate positions and future situations as well. The Squadron Job Description Manual can be a very useful tool/guide.

Nominating Committee work, interviews and evaluations of individual squadron members, should be held in strict confidence within the committee. Input from the Commander should be sought in evaluating Bridge Members for advancement as well as considering members for service on the Bridge or for other elected positions. Prospective nominees for Educational Officer and Assistant Educational Officer must be approved by the District Educational Officer, using Forms ED 80/81, before these individuals are nominated or published in the squadron publication. Since both forms must be in the hands of the District Educational Officer 60 days prior to the election, the Chairman of the Nominating Committee should make sure that completed forms are forwarded to the District Educational Officer well in advance of the 60 days. Both forms are included in the Commander's kit at the time of taking office. All potential nominees should agree, in advance of the slate publication, to serve if elected. Also, potential nominees should be counseled regarding respect for squadron traditions and proper decorum. Notification of the squadron slate should be provided to the Secretary at least forty days prior to the election meeting and published in the Newsletter in accordance with the time limits set in the Squadron Bylaws.

Let's Get Tactical – a Script for Initial Contact

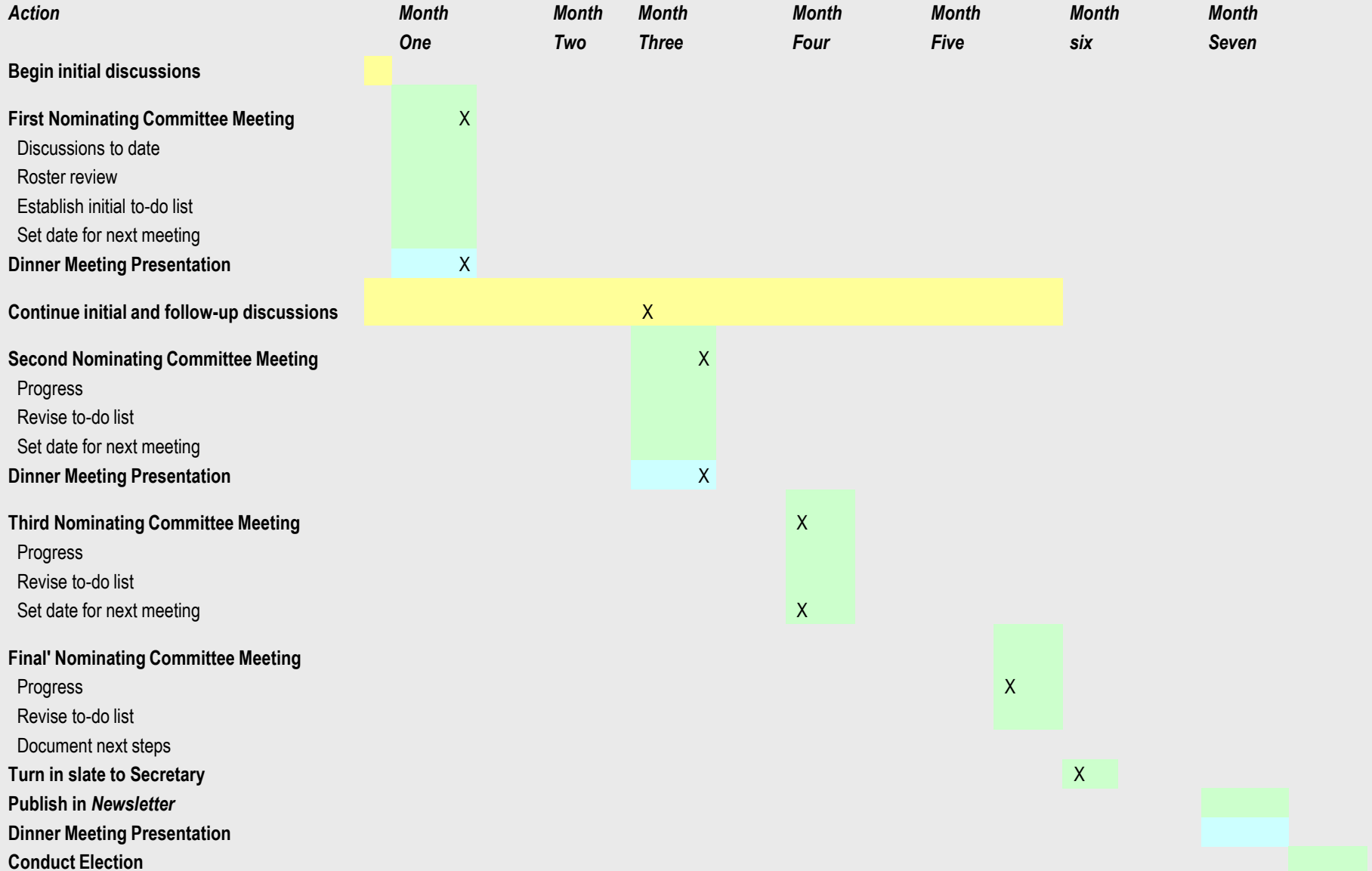
- **“Hi, I’m R/C Anita Walker, JN, from Pompano Beach. I’m calling (talking to you) as part of the Nominating Committee. The Committee thinks you would be a terrific. . .**
- **Add comment**
- **Add comment**
- **Add comment**

As a Nominating Committee member, prepare and take notes for each individual conversation. Remember to discard all notes and e-mails after the election takes place

List of Squadron/District and Elected Officers

Squadron	District
Commander (Cdr)	District Commander (D/C)
Executive Officer (X/O)	District Executive Officer (D/X/O)
Administrative Officer (A/O)	District Administrative Officer (D/A/O)
Squadron Education Officer	District Education Officer (DEO)
Secretary	District Secretary
Treasurer	District Treasurer
Assistant Administrative Officer	Assistant District Administrative Officer
Assistant Squadron Educational Officer	Assistant District Educational Officer
Assistant Secretary	Assistant District Secretary
Assistant Treasurer	Assistant District Treasurer
Member-at-Large (The number depends on your bylaws. One will be the most recent Past Commander, willing to serve)	Year 3 person for Auditing
Three year person for Auditing	Year 3 person for Rules
Three year person for Rules	(2) Three year Persons for Nominating Committee (The Nominating committee should be so constituted that at least half the members are Past District Commanders or Past District Lieutenant Commanders and with not more than one member from any one squadron)
Three year Person for Nominating Committee	
One alternate for Nominating Committee	

Squadron Time line



Slate must be in the newsletter so general membership will have at least 30 days notice-

Blank (Squadron Name Goes HERE) Squadron Nominating
Committee

Monthly Bridge Report - June 2011

Office	Candidate	Status
Commander	Yes	Accepted
Executive Officer	Yes	Accepted
Educational Officer	Yes	Accepted
Asst SEO	No	Interviewing 2 candidates
Admin Officer	No	No Candidates
Asst AO	No	No Candidates
Secretary	Yes	Getting back to committee
Asst Secretary	No	No Candidates
Treasurer	Yes	Accepted
Asst Treasurer	No	No Candidates
Member –at large-	Yes (3) No	Accepted
Auditing 3Year		
Rules 3 Yr		
Nom Com 3 Yr	Yes	Accepted
Nom Com Alt	Yes	Accepted

Thanks to the Following Folks. You Have My Gratitude for Your Contribution to This Effort

P/C/C Creighton Maynard, SN

V/C Louie Ojeda, SN

R/C David Allen, SN

P/R/C Nigel Hargreaves, SN

P/R/C Jamie McCurry, AP

P/R/C Lee Popham, AP

V/C Peter Mitchelson, SN

P/N/F/Lt Frank Dougherty, AP

P/R/C Peter Hames, AP

Stf/C Gary Ferguson, JN

Stf/C Shirley Heald, AP

P/Stf/C Lou Loth, AP

D/C Mary Dodd, SN

D/Lt Richard Pfenniger, SN

D/1st/L Howard Kaufman, SN

P/D/C Marlene Herbig, SN

P/D/C Natalie Witty, JN

P/D/Lt/C Ron Ray, JN

D/L/C Emily Furtado, S

P/L/C Dave Nace, AP