# Lived Experience on nonprofit boards

## Creating a climate for inclusion: a checklist for assessing good practice and addressing unhelpful behaviours

| **Good practice & process** | **In place now** | **Suggestions to strengthen**  |
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| References are taken up ahead of offering a trusteeship which check out how this person related to other members of the team / behaviours  |   |  |
| The trustee role profile includes expectations about behaviours (linked to a Code of Conduct and organisational Values) including what might happen if not met  |  |  |
| Co-option ahead of appointment to a full trusteeship to enable a check for behavioural / culture fit (as well as the necessary skills). |  |  |
| An expectation of ‘probation’ for trusteeships built into the profile / Code |  |  |
| Formal conversation between chair and a new trustee after 2 / 3 meetings re how getting on / fit etc. (and to answer any queries the new trustee may have) |  |  |
| Chair builds effective relationships with individual trustees, undertakes annual 121s and is clear that trustees should share concerns  |   |  |
| Chair’s role profile includes an expectation that they will monitor the performance of the board including addressing poor behaviour  |  |  |
| There’s a VC role – which acts as a SID – to whom other trustees can go if they have concerns (about the chair or other trustees) and if the latter, if they’d prefer not to speak to the chair |  |  |
| Values are translated into behaviours relating to governance; there are regular conversations about ‘how we’ve behaved as a board’ in modelling those values  |  |  |
| The board has regular conversations about the organisational culture it seeks to engender and assesses the board against this expectation  |  |  |
| The chair is subject to annual performance review (led by the VC or another trustee) with opportunities for other trustees and the executive to feed in views  |  |  |
| There are expectations (in a Code of Conduct, role profile, Values statements etc.) that trustees will call out poor behaviour and maintain desired culture  |  |  |
| There’s a whistle blowing procedure that covers trustees including the chair  |  |  |
| The chair undertakes annual 121s with trustees where behaviours are explored |  |   |
| There are opportunities for trustees to provide peer feedback on trustee colleagues (e.g. during the annual 121s with the chair)  |  |  |
| There is a performance review process ahead of re-appointment to a 2nd etc. term of office  |  |  |
| The executive has opportunities to feedback on the performance of the chair, other trustees including the CE  |  |  |
| The chair addresses poor behaviour at the time it happens  |  |  |
| Trustees call out poor behaviour at the time it happens  |  |  |
| Having a Code of Conduct non-compliance procedure; *see ICSA (July 2018) for an example of a specimen Code of Conduct*  |  |  |
| The Articles include a provision to terminate a trustee’s term of office  |  |  |
| There are exit interviews when a trustee steps down or resigns as part of succession planning and board development |  |  |
| The grievance procedure includes grievances against trustees |  |  |