

**Kingston Access Services’ Board of Directors  
Recruitment Policy**

**Introduction:**

In keeping with Kingston Access Services (KAS) policies, a high degree of integrity, objectivity and professionalism of its Board of Directors is expected<sup>1</sup>. As a result, this policy seeks to avoid potential or real conflict of interest arising within the scope of KAS while ensuring the diversity and future development of its Board. KAS recognizes and appreciates the value that diversity adds to its activities and operations. The KAS Board of Directors is committed to a supportive and respectful workplace that is free of discrimination for all persons. KAS recognizes that the diverse backgrounds of the board members ensure the needs of all employees and passengers are considered. Thus, the KAS Board of Directors welcomes persons of all backgrounds to consider applying to be a board candidate.

**Purpose:**

To ensure diversity and future development KAS Board members should possess an appropriate mix of skills and experience to provide the necessary breadth and depth of knowledge to meet KAS Board responsibilities and objectives. The Board also aims for a composition that will appropriately represent the interests of the City of Kingston and the social, economic and cultural diversity of its residents. In particular, the Board should represent the interests of KAS passengers in order to maintain services that effectively assist residents living with disabilities within the City of Kingston.

**Scope:**

This policy applies to all current members of the Kingston Access Services Board of Directors upon expiration of their term and re-election to the Board, and to all candidates who seek to become members of the KAS Board.

**Procedures<sup>2</sup>:**

1. The Board shall regularly assess its composition by reference to:
  - Necessary areas of expertise
  - A balance between the need for previous Board experience and the need for freshness with new members
  - Desirable diversity in relevant areas
  - Contributions from relevant stakeholders, the employees and the passengers of KAS
  - Contributions from the Kingston City Council
  
2. The Board shall identify areas where existing Board member composition falls short of the ideal. Board members shall attempt to recruit from their networks Board candidates who would fill those gaps.

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3. The Board may collect suggestions from its members, stakeholders and through advertisement and/or through the City of Kingston Council's committee application website ([https://www.cityofkingston.ca/city-hall/committees-boards/apply-to-serve.](https://www.cityofkingston.ca/city-hall/committees-boards/apply-to-serve)) to draw up a list of suitable candidates for the Board.
4. Where vacancies occur on the Board other than at the expiration of elected terms, appointments may be made from this list and the Board should endeavour to ensure that the vacancies are filled within six months.
5. Before each annual election the Board shall ensure the list is current and attempt to recruit nominations for the Board from this list.
6. Any Director who misses three (3) consecutive regularly scheduled meetings of the Board of Directors without just cause may be removed from office, by motion of the Board of Directors.
7. Any Director whose term of office has expired shall be eligible for re-election if otherwise qualified.

### **DIRECTOR SELECTION CRITERIA<sup>3</sup>:**

In considering the nominations of individuals to serve on the KAS Board of Directors, KAS will be using the following criteria to determine which candidates will be recommended:

#### **Personal Attributes:**

Every director must adhere to the highest ethical standards, display good business judgement, strong interpersonal skills and be able to communicate in a professional manner verbally and in writing with the assistance of a facilitator as required. Preferred candidates will be financially literate that is understand basic accounting balance sheets, asset and liability accounts.

In accordance with KAS Board Policies and Procedures, Appendix 5

In accordance with KAS Board Policies and Procedures Manual, Appendix 5; 3.1 General Expectations Board candidates will be expected at all times to:

- *Treat one another, the staff and public with dignity, respect and hospitality;*
- *Act with honesty, integrity and professionalism;*
- *Observe high standards of appearance and conduct;*
- *Avoid conflicts of interest;*
- *Conduct themselves in a manner that is in the best traditions of the KAS, reflects positively on our public image, and fully supports our mission and mandate.*

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All candidates must be willing to commit to KAS' Mission Statement: *To provide, in a safe and courteous manner, a reliable, efficient specialized transit service for persons whose disabilities impair their use of Kingston Transit.*

### **Diversity:**

The KAS Board as a whole should reflect a diversity of skills, experience and perspectives. In accordance with Bylaw #8, Para 3a: *“A board of eleven (11) Directors, each of who at the time of his/her election or within ten (10) days thereafter and throughout his/her term of office shall be a member of the Organization, shall manage the affairs of the Organization.*

- *At least two (2) Directors but no more than 4 shall be persons who are passengers of Kingston Access Bus or members of the immediate family of a passenger*
- *No greater than two (2) Directors shall be members of Kingston City Council.”*

In assessing potential candidates, in addition to the ‘Specific Skills and Expertise’ selection which is to follow, the Board of Directors shall consider the overall composition of the Board of Directors and shall strive to ensure the diversity in terms of gender representation, cultural and linguistic representation and other indicia of diversity.

### **Specific Skills and Experience:**

In considering the attributes of candidates, the Board will first consider the existing composition of the Board of Directors and will identify the number of vacancies to be filled in order to determine the gaps in skills and attributes that should be filled in a given year. In making this assessment, the overall Board composition should reflect representation of the following competencies:

- Risk management leadership experience in an organization of similar size and/or complexity to KAS;
- Previous board experience in the profit or not-for-profit sector;
- Financial literacy with the ability to read and interpret financial statements - at least one member of the Board with a professional financial designation is desirable;
- Strategic planning experience, strong business acumen with a focus on entrepreneurial success;
- Community-mindedness demonstrated through experience with community service boards
- Experience in fields such as finance, economics, treasury or investments services, legal, health or rehabilitation therapy, transportation, human resources and social work are considered beneficial for Board development;
- Supports the purpose and strategic initiatives of KAS and its role as a leader in community development;
- Understands the principles behind and share the vision of KAS' and have the ability to reflect the values and commitments of KAS, as well as balancing the best interests of KAS, it's passengers, and the City of Kingston at all times;

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- Understands the duties and responsibilities of being a director and wants to bring a unique perspective to the Board of Directors;
- Able to participate assertively in the deliberations of the Board (including communicating through a facilitator or sign language interpreter);
- Able to devote the time and effort necessary for the good governance and betterment of KAS.

### **Nominations Process:**

1. All new candidates for the KAS Board must complete an application or provide a resume.
2. The Search Committee considers all applications and selects candidates who will be interviewed by the KAS Board President, a member of the Search Committee and the Executive Director.
3. The Search Committee makes recommendations on candidates to the KAS Board.
4. Successful candidates will be approved by the KAS Board.
5. Applicants approved by KAS Board will be contacted directly by the KAS Board President.
6. It shall be the responsibility of the President and the Executive Director to ensure that new Board members are provided with an orientation. The orientation will include KAS' purposes, policies, procedures and operations, prior to acting or participating in any KAS board function.

### **References**

1. This policy document uses the free recruitment policy examples from the HR Council.ca website: "HR Policies & Employment Legislation - Sample Policies on Common HR Topics: Hiring - Recruitment and selection." Ottawa, ON: Community Foundations of Canada. (Retrieved November 12, 2017 at <http://www.hrcouncil.ca/hr-toolkit/hiring-recruitment-and-selection.cfm>).
2. Community Business Development Corporations. 2014a. Board Recruitment Policy. Retrieved 2017 November 12 at [http://www.cbdc.ca/sites/default/files/board\\_recruitment\\_policy\\_vms\\_signed.pdf](http://www.cbdc.ca/sites/default/files/board_recruitment_policy_vms_signed.pdf).
3. Community Business Development Corporations. 2014b. Board Nomination, Selection and Renewal Policy Retrieved 2017 November 12 at [http://www.cbdc.ca/sites/default/files/board\\_nomination\\_selection\\_and\\_renewal\\_policy\\_vms\\_signed.pdf](http://www.cbdc.ca/sites/default/files/board_nomination_selection_and_renewal_policy_vms_signed.pdf).