



Nonprofit News

Hiring a New Executive Director

Part 2 of 2

Now that you have completed the task of creating, posting and publishing your job description, the hard work of selecting the ideal candidate begins.

There are a number of suggestions from the professionals to assist you in making the right hiring choice.

I. Pre-interview options--If you are working from a large pool of candidates you will probably want to pre-screen candidates with a phone interview prior to inviting them for a formal interview.

By using 'vetting questions', you may be able to narrow the pool to a more manageable group. For this process, begin by developing questions which may disqualify candidates quickly, such as availability for interviews, salary requirements and start date should the candidate be selected.

Next, pose questions which hone in on qualifications important to your position. For example, "Have you been responsible for preparing and monitoring a budget" will allow you to probe for more information about the type of experience and level of knowledge the candidate has in this area. Other vetting questions may include inquiries to the candidate's previous position or past experience with a Board of Directors.

II. Interview Preparation--Once you have narrowed the field to a manageable group, you will need to prepare for the interview.

√ You will want to develop a list of questions for the candidates. For the most part, have standard questions that you will ask all of the candidates, but also develop 'candidate specific' questions. These candidate specific questions will be useful in probing further about a candidate's experience (or lack thereof) in a specific area.

√ Having different people interview different candidates can confuse the process, so try to have the entire search committee present at the interviews. By conducting interviews in a committee setting, all of the interviewers will be basing their opinions on the same questions and candidate responses.

√ If you are interviewing a large pool of candidates, consider developing an *Interviewee Rating Criteria*. Include items such as impressions on strength of leadership, fundraising ability, financial leadership, staff relations, etc. Again, this will bring all members of the search committee onto the same page and direct discussion after the interviews.

√ Let's face it, interviews are stressful--often for both the interviewer as well as the interviewee. If possible allow some time for informal talk. This will relax the atmosphere and give you a chance to get to know the candidate on a different level. The committee may want to consider conducting the follow-up interview over lunch as a way to get to know the candidate better.

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III. Interview Questions-There is quite a bit we can learn from corporate America here. Different types of questioning techniques, designed to elicit different types of responses, can tell you a tremendous amount about your candidates.

Behavioral questions-asking a candidate about their behavior in a particular situation can tell you how they handle themselves. "Tell me about a time when..." or "have you ever had the opportunity to..." are good options.

Stress questions are designed to put the candidate on the spot so that you can see how they react under pressure. "I noticed that you have a degree in History, tell me how you've been able to apply that knowledge in your career" or "Your nonprofit experience is in Arts & Culture explain to me how you are qualified to work for an Environmental organization".

Situational questions these types of questions ask a candidate to explain how they would handle a particular situation. "If the Board asked to to cut the budget by 10%, how would you go about this?" "We are interested in expanding our community outreach, what ideas would you have for doing this?"

IV. References-When the search committee has agreed on a candidate, be sure to check their references. Reference checks consist of interviews (usually by phone) with people who know the candidate professionally. References are supplied by the candidate and should be asked for in the first interview. Reference checks should occur between the first and second interview. In the event that there is a problem with the reference check, a second interview may not be warranted.

Once you have chosen a new executive for your organization, you will want to make sure that from the very beginning you provide support and direction. This starts with the orientation and continues with progress meetings at three and six months. Open and frequent communication with the new director will smooth the transition.

Conducting a successful search can be both time consuming and over whelming. Do not hesitate to contact the Bucks County Center for Nonprofit Management either for assistance in conducting an executive search, or for support during the transition to a new Executive Director.

www.buckscountynonprofit.com
Liz Vibber-215-340-5530 or lvibber@bbco-cpa.com

Enhance your skills as a nonprofit board member:



BOARD BOOT CAMP

Join us on Saturday, March 20, 2010 at this conference designed to develop the leadership skills of attendees, whether they are new to the boardroom or an experienced board member.

An Advanced track will focus on Capacity Building including Strategic Thinking, Planning Metrics and Exceptional Leadership.

For those with less than two years of board service, the focus will be responsibilities of board members for strategic planning, financial oversight and fundamentals of fundraising.

Cost: \$35 first board member, \$10 each additional board member from the same organization.

Registration includes breakfast and a copy of **Ten Basic Responsibilities of Nonprofit Boards** a publication of *BoardSource*.

To register: visit the Training & Events page of www.buckscountynonprofit.com or contact Liz Vibber at 215-343-2727 lvibber@bbco-cpa.com

Are you reading a colleague's issue of Nonprofit News? Did you know that many of our announcements are only sent via e-mail? To be placed directly on all of our mailing lists, please contact Liz Vibber at 215-343-2727 or lvibber@bbco-cpa.com.

Socially Responsible Investing

Provided by RBC Wealth Management and Matthew C. Read CFP®

Recently, issues of human rights, growing violence in our streets and schools, and unhealthy working conditions in factories around the world producing goods for U.S. consumption have become rallying points for investors with dual objectives-making money and doing the right thing-for their investment capital. All of this has led to an increased interest in socially responsible investing (SRI).

SRI integrates personal and social values with investment decisions. This type of investing considers both the investor's financial needs and an investment's impact on society. Social investors realize that while they may have limited control over the use of their tax dollars, they have more control of their investment dollars and what they wish to support with them.

SRI is catching on with many individual and institutional investors who wish to align their investment portfolio with their personal values by avoiding companies that do not meet certain standards; encourage improved corporate social and environmental performance through an active investment strategy; and identify companies with better long-term financial performance through the analysis of social and environmental factors.

Socially responsible investors have, often times, proved conventional financial expertise wrong- not only can business and social values mix, they can also be a winning combination. In the past two years, many socially responsible corporations and mutual funds have been among high stock market performers. Besides gaining the loyalty of employees and consumers, corporations that consider the social and environmental repercussions of how they do business are less likely to be embroiled in costly lawsuits that erode profits.

Three key SRI strategies have evolved over the years; screening, shareholder advocacy and community investment.

Screening describes the inclusion or exclusion of corporate securities in investment portfolios based on social or environmental factors. Socially concerned investors generally seek to own profitable companies with respectable employee relations, strong records of community involvement, environmental impact policies and practices, respect for human rights around the world, and safe and useful products. They tend to avoid investments in companies that fall short in these areas.

Shareholder advocacy describes investor efforts to submit and vote corporate proxy resolutions as a means of influencing company behavior.

Community investing is capital from investors that is directed to communities often underserved by traditional financial services. It provides access to credit, equity, capital, and basic banking products that these communities would otherwise not have.

Working with a knowledgeable investment professional who can help you plan and implement investment strategies designed to achieve your financial goals while integrating personal values and social priorities into investment decision making will help put you on a good course of action.

*This article is provided by **Matthew C. Read**, a financial consultant at RBC Wealth Management and was prepared by or in cooperation with RBC Wealth Management. The information included in this article is not intended to be used as the primary basis for making investment decisions nor should it be construed as a recommendation to buy or sell any specific security. RBC Wealth Management does not endorse this organization or publication. Consult your investment professional for additional information and guidance. RBC Wealth Management does not provide tax or legal advice.*

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BCCNM Community Bulletin Board

We are pleased to accept your submissions of jobs and special announcements. E-mail directly to: Liz Vibber, lvibber@bbco-cpa.com. For a more complete listing, visit our website at www.buckscountynonprofit.com

Fraudreportonline.com is an online reporting service from Bee, Bergvall & Co. that allows your employees to anonymously report suspected fraud within your organization.

We are offering this service for a number of reasons.

√ **85% of occupational fraud is committed by employees.** Often, co-workers knew about the activity for a period of time but were uncertain about how to report it;

√ **The most effective way to detect fraud is through an anonymous hotline.** An anonymous hotline makes it easier for employees to come forward with information. 34% of fraudulent activity is detected by tips;

√ **A hotline will act as a deterrent to someone who may consider committing fraud.**

We are currently offering this service for an annual fee of \$99 per year. Enrollment is simple, and we will provide you with an employee fact sheet for you to distribute to all employees and a poster that can be displayed. Communicating to your employees that this service is in place helps create a culture that deters fraud.

For more information, please visit **Fraudreportonline.com** or contact Liz Vibber lvibber@bbco-cpa.com

Please save the following dates for our Spring Nonprofit Seminars:

April 27, 2010

Strategic Planning: Beyond the S.W.O.T.

8:45-12:00 pm

May 18, 2010

Spectacular Special Events

12:45-4:00 pm

June 15, 2010

Volunteers: Your Most Important Asset

8:45-12:00 pm

Cost: \$35 pp There is no charge for Board members attending with a paid registrant.

All seminars are held at the PA Center for Biotechnology, 3805 Old Easton Rd., Doylestown, PA 18901

Brochure coming soon. More information and registration forms are available by contacting Liz Vibber 215-343-2727, lvibber@bbco-cpa.com or at www.buckscountynonprofit.com/training.htm

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