



## Purpose

The Global Compact Network USA (the “Network”) depends upon the active involvement of its governing body (“Board”) members, who serve limited terms. The Network must therefore have a process and criteria for identifying and recruiting new Board members.

This document describes the process of identifying, vetting, approving, and onboarding new Board members. The Board may amend this document from time to time as necessary or as required by the bylaws of the Network.

## Board oversight

The Board's secretary shall direct and oversee the recruitment process and may designate other Board members or outside parties to complete any steps of the process.

## Selection process

The Network will adhere to the following process for recruiting and selecting members to serve on the Board:

### *Identification of candidates*

To build an initial list of Board candidates, each Board member should review the list of Network signatories and select the candidates that each believes will fulfill the responsibilities of a Board member. Board members may also entertain recommendations by the Network contact, as determined by the Board from time to time (“Network Contact”), or Network participants (*i.e.*, signatories that make financial or other contributions to the Global Compact).

1. The Board shall designate a Board member, Network Contact, Network employee, or third party (the “Recruiter”) to compile the recommendations into a list of candidates. In the event no such designation is made, the Network Contact shall serve as the Recruiter.
2. The Board will review the candidate list, and, at a Board meeting, discuss and narrow the list of candidates and rank them in order of preference, considering the selection criteria listed below.

### *Due diligence*

1. The Recruiter will conduct desk research on the candidate by reviewing publicly available information such as the professional profiles and social media accounts, and will report to the Board any concerns.
2. If the desk research raises no concerns, the Recruiter will conduct an in-person or phone interview with the candidate to gauge the candidate's interest in serving on the Board.
3. If the candidate expresses an interest in serving, the Recruiter will provide the information gathered to the Board along with a summary of the phone conversation with the candidate. The Board members will vote on whether to continue the individual's candidacy or to conduct further due diligence.
  - If the Board declines to continue the individual's candidacy, the secretary will inform the candidate of the decision, and the Recruiter will begin the recruiting process with another candidate.
  - If the Board members vote to continue the individual's candidacy, the Recruiter will arrange for the candidate to be interviewed by a Board member or, if the Board members prefer, the full Board.
4. Following an interview of the candidate by a Board member or the full Board, the Board members will vote as to whether to advance the individual's candidacy.



- If the Board declines to advance the individual's candidacy, the secretary will inform the candidate of the decision, and the Recruiter will begin the recruiting process with another candidate.
- If the Board members vote to advance the individual's candidacy, the secretary will advise the candidate of the vote, ask for four (4) references, and advise that the candidacy will proceed to the comment phase, as follows:

The secretary will cause an email message to be sent to the primary contact at contributing Network member organizations ("Member Contacts")<sup>1</sup>,

1. advising Member Contacts of the candidacy,
2. seeking comments regarding the candidate's ability to serve as a Board member,
3. advising Member Contacts that their comments will serve to inform the Board's decision, and
4. advising Member Contacts of the length of the comment period; the comment period will remain open no longer than fifteen (15) business days, unless the Board members vote to extend it.

During the comment period, the Recruiter will check references provided by the candidate. After the comment period has closed, the Recruiter will collate the comments and results of the reference checks and present them in writing (the "Feedback Summary") to the Board.

After reviewing the Feedback Summary, the Board will vote whether to confirm the candidate as a new Board member.

- If the Board votes not to proceed with candidate, the secretary will inform the candidate of the decision.
- If the Board votes to confirm the candidate, the candidate will move to the onboarding stage.

## Onboarding

1. The secretary will send a letter or email message inviting the candidate to join the Board and provide governance and guidance documents for the candidate to review.
2. Once the candidate accepts the invitation, the Recruiter will schedule a call with the new Board member and the secretary to welcome the new member.

The new Board member will begin fulfilling the normal duties of the role at the Board meeting immediately following the candidate's election to the Board.

## Candidate selection criteria

In order to be selected and continue to serve as a Board member, the candidate must be employed by an organization that is a Global Compact signatory and that demonstrates a commitment, financial or otherwise, to the Global Compact.

When considering recommendations for Board members, the Board should take into account the following criteria:

1. *Organization type and sector.* To ensure the Board is representative of the Network, the Board may prioritize organizations that are underrepresented in the current Board composition; for example, if the Board comprises mainly large-company representatives, the Board may consider candidates from civil society, labor, nongovernmental, academic, or small business organizations.
2. *Skills and expertise.* The Board should consider individuals' qualifications needed to ensure a well-rounded board in terms of skills and expertise, e.g.,

---

<sup>1</sup> Contributing member organizations are defined as Network signatories that have paid their fees in full. Messages will be sent only to those organizations for which the Network has working email addresses.



- Corporate governance
  - Knowledge of the Global Compact
  - Fundraising
  - Budgeting
  - Strategy development
  - Media engagement
  - Connections with other organizations
3. *Personal attributes.* The Board should consider such personal attributes as
- Understanding of the needs of signatories
  - Passion for involvement in the Network
  - Thoughtfulness and judgment
  - Collaborative spirit
  - Willingness to dedicate the time required of the position
4. *Diversity.* The Network values a diverse Board and shall take reasonable efforts to recruit diverse candidates and consider, amongst other characteristics, race, ethnicity, gender, and age of the board as a whole in selecting candidates.
5. *Involvement in the Network.* The Board should consider how involved the candidate has been in Network activities.
6. *Location or ability to travel.* The Board should consider the individual's geographic location and ability to travel to board meetings.

### Timeliness and general time frame for completion of process

To ensure continuity and the efficiency and effectiveness of Board activities, the Board shall take all steps to complete the recruitment process in a timely manner. The following is a general timeline for conducting the recruitment process.

Stage	Week													
Identification of candidates	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Choose potential candidates from signatory list	■													
Compile list of potential candidates		■												
Debate and create a shortlist			■											
<b>Initial outreach</b>														
Contact candidate, gauge interest				■										
Candidate indicates initial interest				■	■	■								
<b>Due diligence</b>														
Conduct desk research			■	■	■									
Interview: candidate and board member						■	■							
Provide information gathered to board								■						
Board votes to continue candidacy								■	■					
Conduct reference check (w/permission)										■	■			
<b>Approval</b>														
Ask the membership for comments										■				
Comment period										■	■	■		
Board votes to confirm													■	
<b>Onboarding</b>														
Outreach to confirm invitation													■	
Candidate confirms and signs documentation													■	■
Reach out to welcome and answer questions														■