

Board-Level Recruitment and Retention Strategies
among Nonprofits in Hong Kong
(HKCSS-ExCEL3 Collaborative Project)

Findings on Board-Level Talent Demand of Nonprofits in Hong Kong

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Project objectives

- To plot the landscape of board-level talent demand of nonprofit organizations in Hong Kong
- To explore the board-level recruitment and retention practices of nonprofit organizations in Hong Kong
- To stimulate discussions and raise awareness regarding the board-level recruitment and retention issues among Hong Kong nonprofit board members, Hong Kong nonprofit organizations, scholars and the public

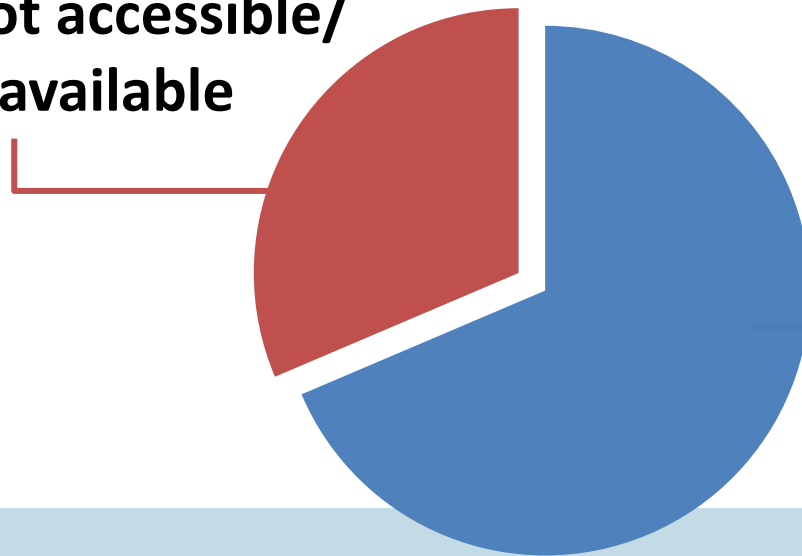
Desktop research on talent demand

- Desktop research on board-level talent demand among the 433 agency members of the HKCSS as of 12/01/2016 on:
 - Board size
 - Types of subcommittees
 - Size of subcommittees
- Method
 - Based on data published by agencies on their official websites

Availability of information

- Among 433 agencies
 - No of agencies with data on board size and structure published: **299**
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**~30% Website not accessible/
Information not available**



**~70% of agencies have
their information on
board structure published**

Availability according to NGO size

NGO size (by annual recurrent expenditure, ARE)	No of NGOs with board data available	No of NGOs of the size
HK\$ 10,000,000 or below	167	275
HK\$ 10,000,000 – HK\$ 100,000,000	85	105
HK\$ 100,000,001 or above	47	53

Demand of board

- Total no of board members in 299 agencies: 4209
- Estimated demand of board members for 433 agencies: ~6095

Average board size

NGO size (by annual recurrent expenditure, ARE)	Average board size
HK\$ 10,000,000 or below	10.80
HK\$ 10,000,000 – HK\$ 100,000,000	16.46
HK\$ 100,000,001 or above	21.40
	14.08

Demand of sub-committee

- No of agencies with sub-committee: **122**

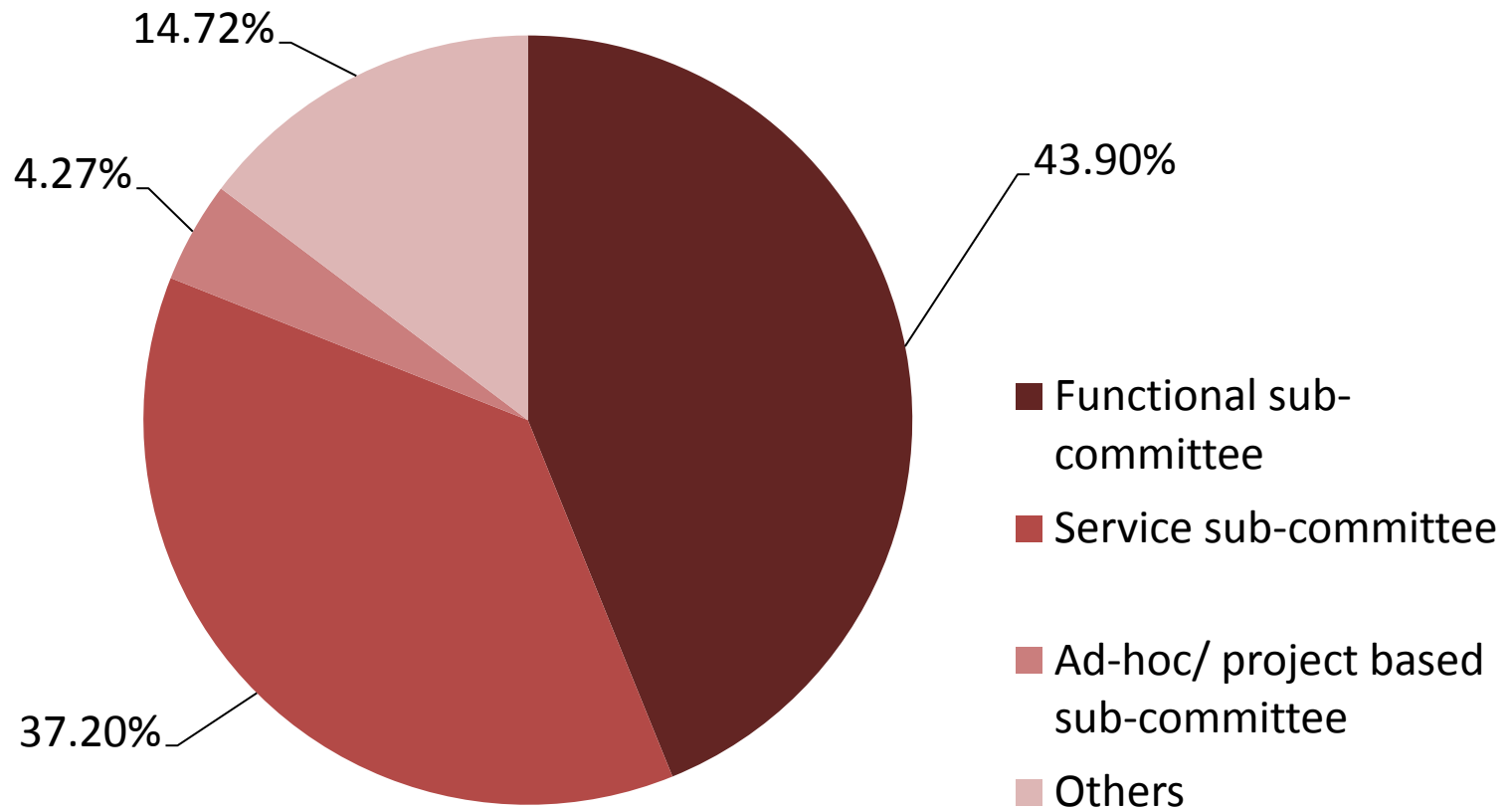
NGO size (by annual recurrent expenditure, ARE)	No of NGOs with sub-committee	No of members serving
HK\$ 10,000,000 or below	40	1146
HK\$ 10,000,000 – HK\$ 100,000,000	42	2493
HK\$ 100,000,001 or above	40	3102
	<u>122</u>	<u>6741</u>

Board structure

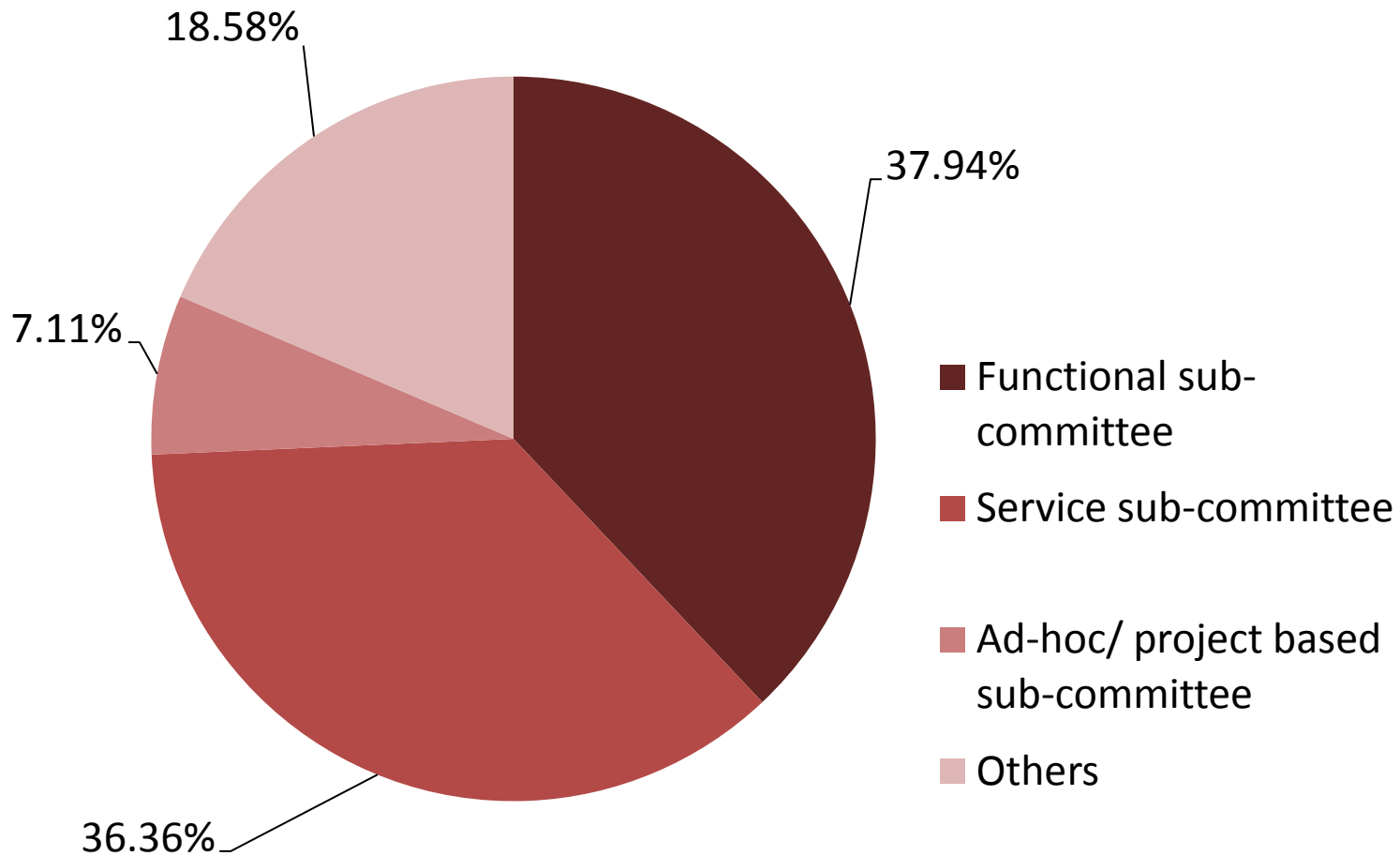
Average no of subcommittee per organization

NGO size (by annual recurrent expenditure, ARE)	Avg no of sub-committee
HK\$ 10,000,000 or below	4.10
HK\$ 10,000,000 – HK\$ 100,000,000	6.07
HK\$ 100,000,001 or above	8.15

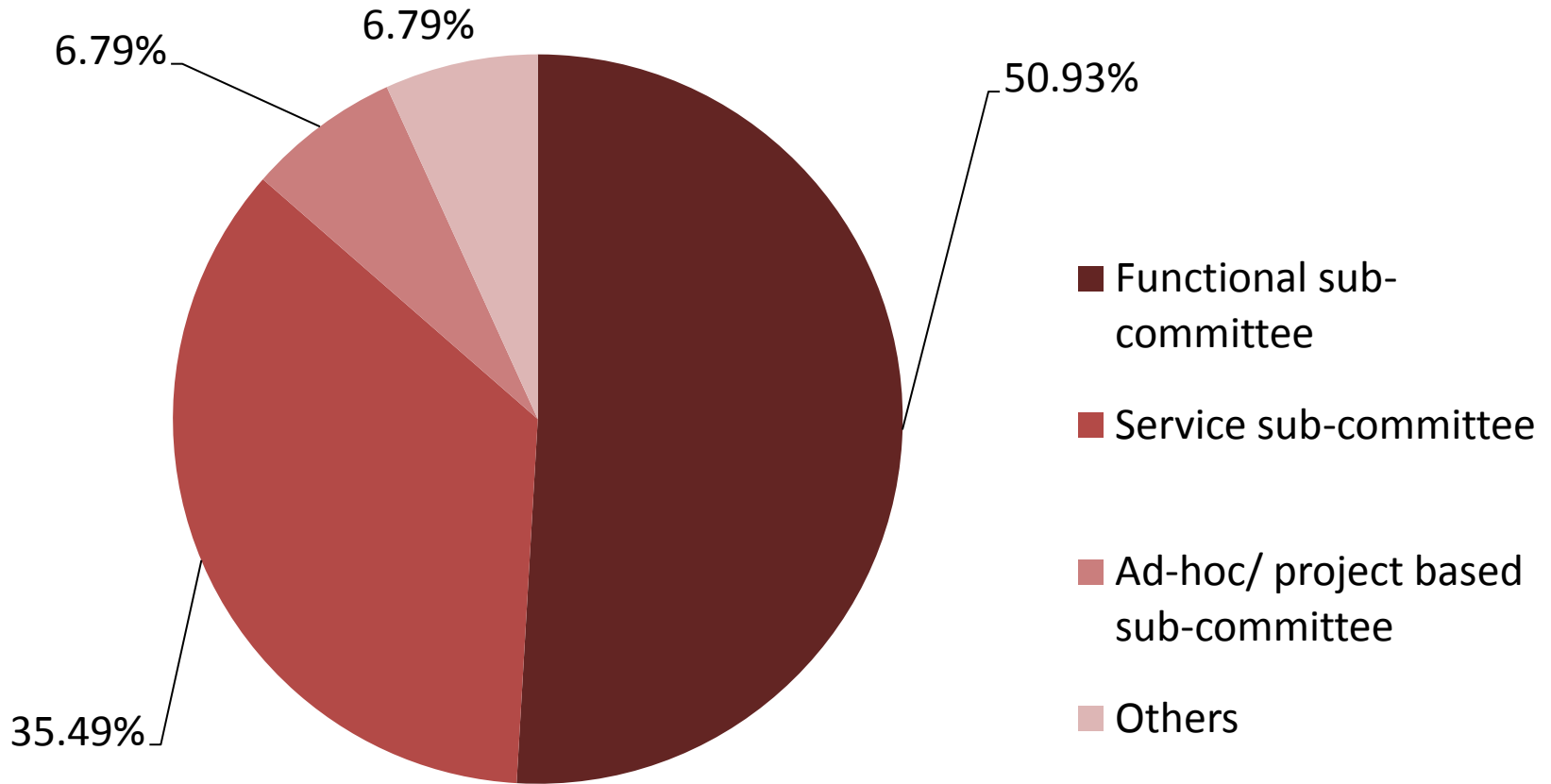
Types of sub-committee in small-sized NGOs



Types of sub-committee in medium-sized NGOs



Types of sub-committee in large-sized NGOs



Common types of sub-committee

- Service committee
- Committees of different corporate functions, such as:
 - Human resources committees
 - Fund related committees
 - Audit committees
 - Finance committees
 - Investment committees
 - Research committees
 - IT related committees
- No of members in different functional sub-committees are analyzed to shed light on the demand on people with different knowledge and expertise

Finance committees

No of NGOs with finance committees	No of members serving
58	402

Such as:

- Finance Committee
- Finance & YEAR Fund Committee
- Finance & Investment Committee
- Finance and Personnel Committee
- Administration & Finance Committee
- Finance, HR & Remuneration Committee

Fund related committees

No of NGOs with fund related committees	No of members serving
51	423

Such as:

- Fund Raising Committee
- Fundraising and Publicity Team
- Fundraising & Promotion Committee
- Committee on Fundraising & Resource Development
- Community Engagement and Fundraising Sub-Committee

Human resources committees

No of NGOs with human resources committees	No of members serving
49	328

Such as:

- Staff & Welfare Committee
- Finance & Personnel Committee
- Staff and Training Subcommittee
- Human Resource & Administration Committee
- Staff Retirement Scheme Management Committee
- Human Resources Management and Remuneration committee

Audit committees

No of NGOs with audit committees	No of members serving
24	141

Such as:

- Audit Committee
- Internal Audit Committee
- Finance and Audit Committee
- Management Audit Committee
- Committee on Reviewing Corporate Governance & Management Audit

IT related committees

No of NGOs with IT related committees	No of members serving
14	106

Such as:

- Information Technology Support
- Information Technology Advisory Committee
- Information & Communication Technology Committee
- Information Technology Development Committee

Investment committees

No of NGOs with investment committees	No of members serving
9	60

Such as:

- Investment Panel
- Investment Task Group
- Investment Committee
- Finance & Investment Committee

Research committees

No of NGOs with research committees	No of members serving
8	58

Such as:

- Research Committee
- Research Advisory Committee
- Working Group on Research and Development
- Training, research and development subcommittee

Summary

Type of sub-committee	No of NGOs	No of members
Finance	58	402
Fund related	51	423
HR	49	328
Audit	24	141
IT	14	106
Investment	9	60
Research	8	58

Recruitment and Retention

Recruitment

- Challenge
 - Heavily subvented NGOs (CEO-led)
 - Hard to find young and fresh blood due to insufficient time and reputation
 - Entrenched power
 - Selection criteria
 - Mission & Vision
 - Principles
 - Competencies
- Strategies
 - Nominating committee
 - Through cooptation
 - Through mother organizations
 - Through sub-committees
 - Through election from members
 - CEO's involvement in nomination

Retention

- Challenge
 - Cannot see one's input
 - Workload
 - Different logic and approach
 - Less clearly defined roles between board and management, particularly amongst small NGOs
 - Little trust from founding members
- Strategies
 - Important for small NGOs
 - Orientation
 - CEO as facilitator
 - Social gatherings

Survey

- Objectives
 - To understand existing common recruitment and retention strategies
 - To shed light on the development of mechanisms for effective recruitment and retention
- Requirement
 - Inclusion criteria: chairperson

ILLUSTRATION FROM VETERANS

Acknowledgement

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