**Sample Competency-Based Selection Guidelines for Boards of Directors**

***(customize as appropriate for your board)***

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| **Core Competencies**  *Required of ALL board members* | **Essential Competencies**  *Should be present in the board AS A WHOLE and, therefore, be strong attributes of one or more but not necessarily all members* | **Desirable Competencies**  *These characteristics would be an asset to the board at the present time, given the strategic priorities* |
| A demonstrated commitment to the organization’s mission, vision, values, and ethical responsibilities and to the communities and consumers we serve | Knowledge of, or ties to, the communities and consumers served by the organization (refers to broad knowledge of communities and consumers) | Particular knowledge of community benefit issues and health needs in the communities served throughout the region (e.g., needs of poorer communities and vulnerable populations) |
| A demonstrated willingness to devote the time necessary to board work, including board education | High-level executive experience in a business or educational organization | Managed care background or experience |
| A demonstrated capability to exercise leadership, teamwork/consensus-building, systems thinking, and sound judgement on difficult and complex matters that come before a governing body | Financial background and expertise | Legal background or experience |
| Personal integrity and objectivity, including no conflicts of interest that would prevent a board member from discharging his or her responsibilities | Experience and expertise in a healthcare field | Human resources, employee benefits, or executive compensation experience or background |
|  | Physicians for the knowledge and perspective they bring | High level of community and regional visibility |
|  | Diversity of experience, backgrounds, gender, and ethnic origin; representative of economically disadvantaged citizens | Quality assessment/improvement background or experience |
|  | Knowledgeable about healthcare marketplace in our region and related issues potentially affecting our organization |  |
|  | Knowledgeable about post-acute care issues |  |
|  | Large non-public business experience (100+ employees) |  |
|  | Small business experience  (less than 100 employees) |  |