

Getting the Best from Your Credentialing Board Public Member

The purpose of this Audience Interactive session at the 2022 I.C.E. Exchange was to generate ideas and/or discussion points for the assigned topic for four different segments. The four segments were

1. Creating a job description for a public member
2. Identifying stakeholders for a specific profession in order to find a public member
3. Techniques and processes for recruiting and/or selecting a public member
4. Encouraging public member engagement

Segment 1: Creating a job description for a public member

Sources to research sample descriptions

- Where to find them
 - I.C.E. public member community
 - The Council on Licensure, Enforcement and Regulation (CLEAR)
 - Society for Human Resource Management (SHRM)
 - American Board of Medical Specialties (ABMS)
 - ASAE, the organization for association management, representing both organizations and individual association professionals
- What to include
 - Represent the public
 - Time commitment
 - Qualifications
 - Honorarium and/or incentives

Types of expertise a public member might bring to the board

- The public perspective, a consumer who is outgoing and does not hesitate to speak up
- Advocacy, regulatory and legislative lobbying
- Title protection
- Attorney with expertise in malpractice
- Venture capitalist who deals with health care
- Someone with management experience
- Someone who has a lot of connections with a variety of types of people and organizations
- Ordinary people if we want to embrace everyone and be inclusive and equal

Skills required for a public member

- Consumer advocacy
- Governance expertise
- Past volunteer experience
- Inquiring mind
- Willingness to ask questions
- Expertise in specific areas, such as law or finance or a field to benefit the “holes” in Board expertise

Segment 2 Identifying stakeholders for a specific profession in order to find a public member.

The original intent of this segment was to have each group brainstorm sources of possible public members. Below are the results for four potential credentials. The exercise took about five minutes to complete and could be used with a nominating committee or a board group to help identify potential sources for the public member the organization would like to recruit. Although these titles may not represent board members of interest, the results of the professions below may be used to show how broadly the reach for public members may be.

Dog trainer

The group identified the following potential stakeholders:

Dog owners	General public
Veterinarians	Zoo personnel
Pet spas	Professional researchers
Mobile groomers	Health Department
Humane Society	Animal Control
Shelter personnel	Pet stores

Laboratory animal caretaker

The group identified the following potential stakeholders:

Universities	Pharmaceutical companies
Animal welfare	Public health
Ethics professors	Ministers

Advocacy groups for various medical conditions and illnesses

People with various medical conditions and illnesses

Retirement Counselor

The group identified the following potential stakeholders:

Accountants
Non-governmental organizations (NGOs)

Regulators
Academia (Faculty)

Stock market analyst

The group identified the following potential stakeholders:

Academia
Auditors

Segment 3 Techniques and processes for recruiting and/or selecting a public member.

Steps for a nominating committee

- Will the process be formal or informal? It should go beyond who knows who, but it is useful to rely on word-of-mouth and networking suggestions.
- There should be a general call for those who are interested, and this could be put up on the organization's website.
- The organization should go beyond the normal channels to look for a public member.
- LinkedIn and other social media should be considered.
- The board should look beyond membership to find broader representation.
- Some organizations include the public member on the Nominations Committee, and this is included in the bylaws.
- Someone with marketing expertise might be involved in the recruitment process.
- The process should be the same for nominating a public member as is used for nominating other board members.
- The committee should take advantage of word-of-mouth opportunities as well as networking with other stakeholders.
- The board might reach out to state associations that are pertinent to the profession.

What is the application process?

- Minimum of at least three names for consideration
- What are their interests in the profession and organization?
- Applications and resume review
- Interview (can be by Zoom)
- Ask questions that expand upon the answers on the application during the interview

Recruiting activities

- Consult sources such as LinkedIn and the I.C.E. Career Center
- Ensure promotion of the recruitment materials
- Create website content that is people focused

- Provide job description for all board members including public members
- Develop a grid of activities of the board members
- Identify what commitment to the board includes. For example, is there a stipend? Is the public member expected to make a contribution? What does the public member need to pay personally, if anything?
- Ensure that policies for travel and reimbursement are well-defined and shared

Segment 4 Encouraging public member engagement

Outline of training and/or orientation topics

- Profession-role
- Formalized process to include: policies and procedures, organization information, finances
- ICE certification 101, and courses online
- Observe meetings and conference calls ahead of term
- Board buddy
- Board chair
- List of acronyms

Opportunities to educate the board

- Some opportunities are formal and built in, and sometimes it is up to the public member to make it happen.
- Participation on the Nominating Committee is one opportunity.
- Some organizations have a standing agenda item for a public member report for every board meeting.
- The public member could chair committees such as the DEI Committee or Discipline Committee according to the organization's by-laws.
- The public member can use opportunities while being a member of a committee such as the Judicial and Ethics Committee.
- Larger organizations may have more than one public member. They might have a caucus that provides a report to the larger board.
- Public members can write reports for the board after attending conferences or educational events.
- The public member can provide input/opinions/when asked and/or can take advantage of opportunities to contribute the public perspective.

How to deal with a board chair who does not include the public member

- What can other board members do?
 - Establish a culture and foster it
 - Develop value statements
 - Ensure what is expected is included
- What can the public member do?
 - Be vocal and diplomatic
- What can the executive director do?
 - Take chair aside; try to get opinion why or why not?

General Conclusions

1. The discussion showed that it is possible to look for public members in many different places and that many different types of expertise would be useful. The main emphasis, however, is to ensure that consideration is given to consumers and ordinary people who represent the public perspective.
2. The brainstorming exercise for public members for specific credentials showed that it is important to start with direct stakeholders and then branch out to identify stakeholders who may be more peripherally related. It also highlighted that it is important to have people who have different or even opposing views so that there are different perspectives represented.
3. The group felt strongly that there should be a formal recruitment and nominating process that should go beyond who knows who.
4. The group discussed that it is important for a public member to have the confidence and personality that allows them to speak up and provide input even when not being asked. It is also important for public members to have a very clear understanding of their role and responsibilities for representing the interest of the public.
5. Many boards and public members have not been trained to optimize working together and so training and team-building activities should be ongoing.
6. One table chose to share their own experiences as public members as part of the discussion.
 - Reviewed bylaws, shadowed previous public member; represented the millennials and is a CPA; public members do not serve on the executive committee
 - Used ICE grid to apply to all the desired skills; emphasis on diversity, treasury, Conflict of Interest document, no job description for the public member; elected by membership
 - Doctors and nurses on board; no orientation, undefined terms, reason to have a public member based on NCCA accreditation requirements; felt unclear on how to engage