

Spiking the Board: Continuity through a leadership pipeline

Presentation by Jim Collins, Chair

BC Broiler Hatching Egg Commission

to

Centre for Organizational Governance in Agriculture

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Presentation Outline

- **Why is Succession Planning Important?**
- **What are Marketing Boards and Commissions?**
 - **Who are Boards and Commissions?**
- **What do Boards and Commissions Need to Know and Do?**
 - **Succession Planning: Building a Better Pipeline.**
 - **Questions.**

Why is Succession Planning Important?

- Actually, it's not – it's Critical
- Essential to the Long-term Health, Growth and Stability
 - of the Board or Commission
 - of the Industry (as a Regulated Sector)
- Need: Attract, Develop and Retain Members and Staff
- Pipeline, not a Tap

What are Marketing Boards and Commissions?

- 21st Century Regulatory Agencies
(aka First Instance Regulators)

Who are Boards and Commissions?

Not Just “Members” and “Staff”

Producers

Industry Representatives

Appointees

Men and Women

Baby Boomers (1944-1964)

Generation X (1965-1979)

Generation Y (1980-1994 = Millennials)

Generation Z (1995-2015)

Generation Y and Z 75% of Workforce by 2025 and
Increasingly Diverse

What do Boards and Commissions Need to Know and Do? (Part 1...)

- Industry Knowledge – entire sector – production, transportation, processing, marketing (the *value chain*)
- Legislation, Regulation, Legal
- Decision-making (using principles of natural justice and admin law)
- Strategic Planning
- Policy
- Biosecurity, Food Safety, Disease Management, Animal Welfare, Environment, Insurance
- National Negotiations

What Do Boards and Commissions Need to Know and Do? (Part 2...etc)

- Trade, TRQ, Supplementals
- Information Technology, Social Media
- Stakeholder Relations
- Public Relations
- Education and Training
- Finance
- Research and Writing
- “Dealing with Difficult Clients” – Dispute Resolution

Succession Planning: Building a Better Pipeline

(Part 1)

- Investment – long term, not short term – pipeline, not tap
- Investment = Money (it will cost to attract, develop and retain people)
- Should be part of strategic planning – goals, measure performance
- Promote culture that service is a collective responsibility of ALL producers
- Promote/recognize diversity of skills and expertise in producers

Succession Planning: Building a Better Pipeline

(Part 2)

- Training and education – build competency before it is needed
 - Regulatory and policy framework (national and provincial) – history
 - Industry framework
 - ADR
 - Organizational governance
 - Finance
 - Conferences, Seminars
 - Mentoring
 - Open board meetings?
- Member Position Descriptions? – Data Bank? – Report Card?

Succession Planning: Building a Better Pipeline

(Part 3)

- Regulatory Structure – additional skill sets, vacancy cycle, open seat?
- Creating and retaining staff capacity
 - Is there a capable supporting staff, 2 i/c in house?
- Staff public profile (eg, website) – interesting place to work
 - Different skill sets – then learn agriculture vs. reverse
 - Matching young producers and young staff
- Cross training of staff within boards/between boards?

Questions

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