



**American Nephrology Nurses' Association
Competency Based Governance Survey Results
Nursing Organization Alliance Members**

1) Participants:

- A. Hospice and Palliative Nurses Association (HPNA NBCHPN, HPNF)
Sally Welsh, CEO
- B. Oncology Nursing Society (ONS)
Paula Rieger, CEO
- C. Infusion Nurses Society (INS)
Mary Alexander, CEO
- D. International Nurses Society on Addictions (IntNSA)
Deborah S. Finnell, President
- E. American Association of Nurse Anesthetists (AANA)
Wanda Wilson, CEO/ED
- F. American Association of Critical-Care Nurses (AACN)
Wanda Johanson, CEO
- G. International Society of Nurses in Genetics (ISONG)
Beth Kassalen, Executive Director
- H. Association of Nurses in AIDS Care (ANAC)
Kim Carbaugh, COO
- I. National Association of Neonatal Nurses (NANN)
Catherine Underwood, Executive Director
- J. American Academy of Nursing (AAN)
Cheryl Sullivan, CEO
- K. American Nurses Association (ANA)
Marla Weston, CEO
- L. Society of Gastroenterology Nurses and Associates (SGNA)
Dale West, Executive Director
- M. American Academy of Ambulatory Care Nursing (AAACN) and Academy of Medical-Surgical Nurses (AMSN)
Cynthia Hnatiuk, Executive Director

N. American Association of Neuroscience Nurses (AANN)
Joan Kram, Executive Director

2) **Does your organization have a competency based governance model (defined as "a cluster of related knowledge, skills, and abilities used by an organization for self-assessment, recruitment, preparation and evaluation of individuals in leadership roles") currently in place?**

Yes 50.0% No 50.0%

3) **What general competencies have you identified as important in accomplishing your organization's mission and goals?**

- ONS – Personal Mastery; Vision, Knowledge; Interpersonal Effectiveness; Systems Thinking
- AANA – Leadership skills; Governance skills; Financial and budget knowledge; Media and speaker skills
- AACN – Self-leadership; Global thinking; Visioning; Consensus Building; Delivering effective messages; Knowing and committing to the association; Leading, Mentoring, Facilitating
- SGNA – Focus on strategy over tactics; Value collaboration between Board, staff, volunteers, and industry partners; Forward thinking; Respectful dissent but speaking with one voice; Commitment to succession planning
- AAACN/AMSN – Visionary, big picture thinking; Demonstrated ability to lead; Interpersonal skills/savvy; Demonstrated support of organizational culture; Team player and leader; Knowledge and support of mission, vision, values

4) **Has your organization developed or implemented any written tools for use in identifying or selecting leaders for your organization's leadership positions?**

Yes 75.0% No 25.0%

Comments:

- ONS –No. We are in the middle of defining leadership competencies. What you see above is several domains with sub categories under each. They are also defined for individual, group and governance. The latter will help to guide our nominating committee.
- IntNSA – Yes. See <http://intnsa.org> - about us and then the Officer and Director Descriptions pdf
- AANA - We have suggested reading material and have speakers at every meeting to address leadership and governance. We ask for the individuals to have been on state association committees and/or boards. We provide speaker and media training for individuals wanting to advance in the organizational leadership positions. In the future, we will be offering web based videos on specific leadership and governance topics.
- AACN – Yes. A document that describes the governance leadership competencies with examples; many tools for the nominating committee to assess, rate and select qualified candidates for governance positions.
- ANAC – Yes. Our Bylaws list the necessary qualifications for serving on the national Board of Directors and at local chapter levels. We also have an FAQ document that lists

the requirements in a more user-friendly format.

- HPNA/NBCHPN/HPNF – No. We have 3 Boards HPNA – Hospice and Palliative Nursing Association, HPNF – Hospice and Palliative Nursing Foundation and NBCHPN – National Board for Certification of Hospice and Palliative Nursing. Each of the 3 Boards has a committee that is actively working on defining both essential and collective board competencies. I believe these will be completed by the end of this year.
- SGNA – Yes. We have an evaluation tool based on our culture statement.
- AAACN/AMSN – Yes. The Nominating Committee has developed an interview and selection tool.
- AANN – Yes. Interview Questions for each of the 12 Principles of Governance That Power Exceptional Boards from "The Source 12) by BoardSource are used for the Board of Directors. For Volunteer leadership positions (committees chairs) - members submit their names and resumes to the online "Volunteer Board and indicate their interest in serving. We also use email blasts "Call for Volunteers" for specific position or team needs

5) Has your organization developed or used any written tools to evaluate volunteers who have recently served in leadership positions?

Yes 62.5% No 37.5%

Comments:

- ONS – Yes. The NC does an exit interview. This would be more the personal perspective of the person on themselves. I do not know if we have anything that gives the NC feedback from others.
- IntNSA – No. Not yet...
- AANA – Yes. We use zoomerang surveys with evaluation tools for individual experience and group results.
- AACN – Yes. The board has several tools by which individuals and the entire board asses performance and development.
- SGNA – Yes. The committee chairs and Board liaisons complete an evaluation on each member. Categories include: thoughtful and valuable discussion, complete tasks, attend meetings, respond to requests in appropriate timeframe
- AAACN/AMSN – Yes. We conduct an annual evaluation of our volunteer groups including the chair and members.

6) Overall, are you satisfied with the tools you use or have developed to identify, select, and evaluate volunteers?

Tool	Very Satisfied	Satisfied	Unsure	Dissatisfied	Very Dissatisfied	N/A	Weighted Average
Identifying Volunteers	1	4	0	3	0	0	2.63
Selecting Volunteers	2	4	0	2	0	0	2.25
Evaluation Volunteers	2	2	0	2	1	1	3.13

Comments:

- ONS - From the checks (Identifying – Dissatisfied, Selecting – Satisfied, Evaluating – Dissatisfied), you can see that I feel we need improvement in some of these areas. We have a very robust data base that helps us to find volunteers. I think the process of slating candidates for office is much trickier. People may look good on paper, and others may "like" them, but they may not function well on a board or as a President.
- AANA - We can always tweak and make our tools better. It is a dynamic process.
- AANN - The Board president and president elect review volunteer performance via informal telephone calls with the committee chairs and co-chairs.

7) Overall, are you satisfied with your association's use of competency based governance (a cluster of related knowledge, skills, and abilities used by an organization for self-assessment, recruitment, preparation and evaluation of individuals in leadership roles)?

Very Satisfied	Satisfied	Unsure	Dissatisfied	Very Dissatisfied	Weighted Average
3	1	1	3	0	2.50

Comments:

- AANN – I think there is room for improvement.
- AAACN/AMSN - AAACN has always had this model. AMSN transitioned to the model about 7 years ago and it is the best decision the organization has made for its functioning and its future.
- ONS - I think we have a good history, but we are really trying to bring it to the next level. Work needs to be done and we are in the midst of it.