Burning Man Netherlands Board Selection Toolkit

Welcome

Burning Man Netherlands is a non-profit organization with ANBI/PBO status (official name: Stichting Burning Man The Netherlands). The mission of Burning Man Netherlands is to facilitate and extend the culture that has issued from the Burning Man event into a larger world. Our vision is to bring experiences to people in grand, inspiring and joyful ways that lift the human spirit, address social problems and inspire a sense of culture, community and cultural engagement. To align ourselves with our Mission and Vision, Burning Man Netherlands supports and cultivates programs and activities across multiple disciplines, and provide infrastructural tools and frameworks to support our community in applying the 10 Principles in four interconnected program areas: Arts, Culture, Civic Involvement, and Education.

To best support the Burning Man culture and community in the Netherlands, we need passionate, diverse, and engaging Board Members. Our Board is currently made up of five positions: Chairperson, Treasurer, Secretary, and two General Board positions.

This toolkit has been developed to guide new and existing Selection Committee members through the selection process. It is intended to support Selection Committees in selecting the best candidates to join the Board while following consistent, fair, equitable and transparent processes. This document is meant to serve as a guideline. It should be reviewed and updated periodically to refine, clarify, or modify the process in order to best serve the needs of Burning Man Netherlands and the Dutch Burning Man Community.

Thank you for your important contribution to the Burning Man Netherlands Board selection process.

Erin Macri, RC Netherlands

Sander Beenen, Burning Man Netherlands mover and shaker

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Overview of Selection Procedures

The following section briefly outlines the steps followed during the Board Selection process.

- Assemble and prepare selection committee
- Prepare for the call
- Announce the call
- Receive applications
- Conduct interviews
- Gather community input
- Select candidate
- Announce new Board member

Selection Committee

Selection Committee Members

The Selection Committee should include a diverse group representing different aspects of Burning Man Netherlands. The ideal recommended committee consists of at least: 1 board member; 1 RC; 1 event lead; and 2 other community members. Extra committee members should also be selected so that at least 2 ‘fresh sets of eyes’ are available to a second round of interviews for shortlisted candidates, with extra ‘backups’ in case of illness or unforeseen circumstances. Community members should have direct experience of Burning Man Netherlands culture through having attended Dutch regional events like Where the Sheep Sleep or Dutch Decom, and might also have experience with attending Burning Man Black Rock City or other regional events. They have participated and volunteered in some capacity, whether it be as an artist or performer, ranger, builder, LNT, gate, theme camp organizer, etc.

Assembling this committee is navigated together by the existing Board members, event leads, RCs, and with other volunteers such as the Strategy Committee members. The formation of the Selection Committee should generally occur before the position is announced.

Agreements

Assembled members of the Selection Committee must agree to behave according to all relevant laws and regulations regarding handling of private and confidential information. They also agree to participate in the selection process with a sincere intention to be fair, open, and honest.

Conflict of interest

Selection committee members should divulge any known actual or perceived conflicts of interest to the other members of the committee. Examples of conflicts of interest might include a close personal or professional relationship with a Board candidate; history of conflict or consent violations with a Board candidate; or a belief system that prevents the member from providing a fair assessment of a Board candidate. Reported conflicts of interest will be considered on a case by case basis, with potential actions including acknowledging the situation but proceeding to interview the candidate (and weighing the member’s evaluation of the candidate accordingly if necessary); removing or replacing the member from the interview of the Board candidate in question; or removing or replacing the member from the entire interview process.

Confidentiality

Committee Members must observe strict confidentiality in regard to all aspects of the selection process and not disclose any details of applicants or discuss aspects of the selection process with any person who is not on the Selection Committee. This includes sharing the names of Board candidates, details of their application and CV, or content that is discussed during interviews or discussions about the candidate before or after

the interviews. Information about Board candidates can only be shared outside of the Selection Committee with the express consent of the Board candidate. This includes any information that is sent out for community input. Members are not to contact Board candidates or seek information about the candidates from other sources (e.g., friends, theme camp mates), beyond the community invitation. Only a designated committee member can contact Board candidates to facilitate the selection process, for example to organize interviews.

Preparation for the call

Prepare the job posting

The Board, together with input from the Strategy Committee and others if desired, will create the job posting for the position being filled. Please see Annex 1 for examples of job postings for previous executive roles that were filled. Job postings should be adjusted to suit the needs of the call. This should include consideration of: who the current board members are; and the skills, knowledge and attributes that would complete the existing board and best support the community. The job posting criteria should adhere to all BMNL bylaws, and all laws and regulations regarding non-profit board structures.

Review selection process

Once the selection board members are confirmed, a meeting should be held to review this document and the procedures for the current selection process. The process can be revised based on an evaluation of previous calls, for example to improve transparency, fairness, effectiveness, or efficiency.

A proposed schedule for the entire process should be drafted, and selection committee members should block off time in their calendars for the entire process, including interviews, follow-up meetings, and the final board meeting (‘third round’). All key decision-makers should confirm availability and be informed of the timeline for the final decision-making process.Scheduling tools like Calendly or Doodle should be used.

Roles should be assigned for selection committee members to share tasks and ensure efficient process. Roles include: scheduling lead (handling logistics and scheduling of interviews and meetings); rubric lead (creates and manages the scoring criteria for evaluating candidates); interviewer handling hard skill questions; interviewer handling soft skill questions; and mc (communicates with candidates and facilitates interviews).

Revise rubric

The rubric should be adapted for each new Board selection process. This should be done to ensure that the selection criteria reflect the current needs of the Board. The current needs of the Board are determined in collaboration with the current Board members, RCs, event leads, and through members of the Strategy committee. The needs are based on the specific vacancy posted, but also on the skills, attributes and diversity that would complement and expand upon those of the current Board members,

and the overarching goals and needs of Burning Man Netherlands in fulfilling their mission and vision. Specific areas of interest might include a new Board member with experience in event planning, education, art and performance, legal skills, project management, public relations, etc.

Structured Communication

For email communications, it is advised to use topic headers in group messages (e.g., [SCHEDULING], [INTERVIEWS], [RUBRIC]) to make discussions more organized and reduce confusion.

Clear deadlines should be included in communications for responses from the team, e.g., *“Please confirm your availability by [time] so we can finalize the schedule.”*

After key decisions or updates, a summary message can be sent to the group so everyone is informed, e.g., *“Summary: Interviews will take place on July 30, 8 PM for one hour.”*

Position announcement

Steering Committee members will coordinate announcement of a new position together with the Board, the communications lead, and if necessary members such as the Strategy committee members.

Position announcements should be widely announced within, but not per se limited to, the usual channels of the Dutch Burning Man community. This can include: Town Hall, Facebook page, Instagram, BMNL mailing list, Telegram, or the RC Netherlands alias email list. All announcements will include relevant links to the websites where individuals can get more details about the position, read the job posting, and submit their applications.

A clear date on which the call will close should be included in the announcement. Ideally a call should last approximately 4 weeks, though this can be adjusted based on circumstances and in collaboration with Steering Committee members, Board members, and if necessary other members such as Strategy committee members.

Receive applications

Currently, applications are submitted through an online portal that includes a form to complete, and cover letter and CVs are uploaded to a secure website, https://hr.ekibo.nl/panel. Selection committee members are the only members with permission to access these documents.

Applications can be received up until the call is closed, typically a three week period. Once the call is closed, all Selection Committee members are asked to review all application materials. Members will prepare for interviews on their own or in collaboration with the other Selection Committee members (e.g. to organize division of interview topics/questions).

Interview Procedures

If only a small number of applications are received, and the selection committee is adequately resourced, they can choose to interview all Board candidates. If there are a large number of applicants, the selection committee can choose to create a short list of a selection of the most promising candidates to interview.

Committee members will determine the interview schedule that works best for them, though they may need to make accommodations for Board candidates' availability. It is probably most efficient to cluster 3 to 4 interviews at a time, though this is at the discretion of the committee members and availability of Board candidates. All attempts should be made not to rebook interviews or drag out the complete interview process for longer than 1 to 2 weeks at most. Interviews can take place online or in-person, but committee members should be mindful to prevent travel from presenting as a barrier to either the members or the Board candidates.

First round of interviews

Each interview should ideally be completed within 45 minutes. Approximately 15 minutes should be inserted between subsequent interviews, giving the committee time to complete their individual evaluations/rubrics, or rest. Having one interview every 60 minutes should be enough time to complete interviews and evaluations without falling behind schedule.

Selection committee members should do their best to give a fair and honest evaluation of each candidate, and not be biased or influenced by their fellow committee members' opinions.

Once all candidates have been interviewed, each committee member will review the rubric scores and comments they assigned each candidate. They will rank their top three candidates, then write a short (one paragraph) summary of each candidate, briefly outlining their overall impression of the candidate, including strengths and any concerns, and justifying their rankings. Summaries and rubric scores should be uploaded to a secure drive (e.g. google drive) to be shared with the committee.

Gather Community Input

Candidates' names and a short bio/pitch written by the candidates will be made available to community members for community input on the selection process. This bio/pitch will be a maximum ½ page in length and will answer the question "*Who are you and what are your intentions for serving in this role?"*

Input will be gathered online through use of a google form or similar, secure online form. The form is based on a form used by Burning Man Project for selecting RCs, but can be adapted to suit each selection procedure. The template for creating this online form is

here: https://survey.alchemer.com/s3/7801089/TEMPLATE-RC-Feedback-Survey and the sample questions are listed in Annex 3.

Ideally community input will be possible for a window of time ranging from 2-3 weeks. Once the window closes, the data are collected for review by the Selection Committee.

Committee evaluation

The committee will meet to review all documents. This includes the candidate CVs and motivation letters, summaries of interviews, and community input. The committee will select a maximum of three candidates to be shortlisted for the second round of interviews. Based on the process thus far, the committee will generate a few tailored questions for each candidate to get a more complete picture of the candidate. Clear criteria for the assessment and key focus areas (e.g. leadership, communication skills) will be clarified.

A designated committee member will contact unsuccessful candidates, offer feedback and a respectful closure of the process. The individuals will be invited to join other community initiatives, such as volunteering as a lead or co-lead of Decom of WTSS, or helping to organize a Town Hall meeting. Community engagement will be encouraged and welcomed.

Second round of interviews

The second round of interviews will be similar in structure to the first interviews. Two to three of the committee members from the first interview round will be traded out with two to three ‘fresh sets of eyes’ to join the interview panel. The purpose of this interview is to round out the information collected in the first round (i.e. with the additional questions generated), and to verify the impressions from the first interview round.

Select candidate

Final recommendation for the Board candidate should ideally be made by committee consensus. Once consensus is reached, the designated Selection Committee member will report the committee's decision to the Board. This should be done in writing and can be sent by email to all Board members. A template for this letter is found in Annex 4.

The Board members who were not part of the Selection Committee will meet with the recommended candidate. This represents, in essence, a third interview of the candidate. Following this, the Board makes a final decision to select the recommended candidate as the new Board member. Technically, the Board has a right to veto the decision. However, this should only be exercised under extremely extenuating circumstances.

Once the Board has approved the Selection Committee's recommendation for the new Board member, the Board will offer the position to the candidate in writing. If the candidate accepts the position, the designated committee member will contact unsuccessful candidates, offer feedback and a respectful closure of the process. This will be done by email.

Approximately a week after the email was sent, the designated committee member will contact the unsuccessful clients for a follow-up. The individuals will then be invited to join other community initiatives, such as volunteering as a lead or co-lead of Decom of WTSS, or helping to organize a Town Hall meeting. Community engagement will be encouraged and welcomed.

Announce new Board member

The selection committee will wait at least 24 hours after informing the unsuccessful candidates before announcing the new board to the community. The announcement is made to the community via the communications lead. This will be relayed through all usual Dutch Burning Man channels. The newly appointed Board member will be asked to also make a personal introduction and acceptance of the position to the community.

Annex 1. Job Postings, Executive Roles

2024 Chairman vacature

Board member: Chairman

Burning Man The Netherlands (BMNL) is looking for a new board member. Specifically we are looking for **an enthusiastic, dedicated Chairman with great networking and leadership skills.**
BMNL is a 100% affiliate of Burning Man Projects (US). Currently, the board is formed by 3 members, all volunteer (unpaid) positions. The current board members are Hans Wegman (treasurer), Rene Meeuwessen (general board member) and Marian Goodell (general board member). Interim Chairman is Alvaro.

What will you do?

As chairman you will act as the glue between the board, the Burning Man community, Burning Man Dutch Regional Contacts (RC), Burning Man Project, and the media. You know how to be visible and approachable. Your entrepreneurial spirit doesn't mean you have an answer to everything, but you are always willing to help out.
Chairing is a key role on any voluntary Management Committee. The Chairperson must ensure that the Board functions properly, that there is full participation during meetings, that all relevant matters are discussed and that effective decisions are made and carried out.
To provide leadership
The overarching role of the chairperson is to provide leadership, you must be an effective strategist and a good networker.
To represent the organisation as its figurehead
The Chairperson may from time to time be called upon to represent BMNL and sometimes be its spokesperson at, for example, functions or meetings.
To ensure the Management Committee functions properly
The Chairperson is responsible for making sure that each meeting is planned effectively, conducted according to the constitution and that matters are dealt with in an orderly, efficient manner. The Chairperson must make the most of all his/her committee members, building and leading the team. This also involves regularly reviewing the Committee's performance and identifying and managing the process for renewal of the Committee through recruitment of new members.

- Information point for board, Burning Man Project, Burning Man Regional Contacts and the community and / or media;
- Collects relevant information and shares this with the board and / or Burning Man Project;
- Draws up the policy plan and annual report together with the board.

Who are you?

First of all, you feel truly connected with BMNL community and the principles it pursues. You would love to contribute your time, passion and enthusiasm! Further, you are a true social connector who loves speaking in public and are able to bring opposing opinions together through consent.
To be successful in this role you also need:

- Experience in a managerial role preferably in a board;
- Knowledge of the cultural industry is a plus;
- You have a general consensus mindset;
- You have excellent mediation skills;
- You know the 10 principles by heart and have ambitious ideas on BMNL's mission and projects concerning education, arts, civic involvement.

What's in it for you?

As with all positions within BMNL, this is a volunteer position. However, being a Board Member will open doors for you! And you are influential in the growth and success of the Burning Man community in the Netherlands.

Yes, I want to do this!

Great! We are looking forward to your application. Please apply via the apply button on this website and submit your resume and cover letter.

Procedure

A selection committee (At least 1 board member, 1 RC, 1 event lead, and 3 community members) will screen all applications. After a first selection there will be interviews. If you have any questions please reach out to erin.macri@burningman.org.

2024 Secretary vacature

Board member: Secretary

Burning Man The Netherlands (BMNL) is looking for a new board member. Specifically we are looking for **an enthusiastic, dedicated Board Secretary with great networking and leadership skills.**
BMNL is a 100% affiliate of Burning Man Projects (US). Currently, the board is formed by 4 members, all volunteer (unpaid) positions. The current board members are Hans Wegman (treasurer), Rene Meeuwessen (general board member) and Marian Goodell (general board member). Interim chair is Alvaro.

What will you do?

As Secretary you will act as the liaison between the board, the Burning Man community, Burning Man Dutch Regional Contacts (RC), Burning Man Project, and the media. You know how to be visible and approachable. Your entrepreneurial spirit doesn't mean you have an answer to everything, but you are always willing to help out.
You will co-prepare all board meetings, keep Burning Man documentation up to date and accessible for those who need it, and are responsible for the recording and archiving of the minutes during meetings.
As board member you will contribute to c-creating future proof plans, complete and publish yearly reports, and help facilitate Town Hall meetings and similar events.

- Information point for board, Burning Man Project, Burning Man Regional Contacts and the community and / or media;
- Manages the drive with all documents, reports and contracts;
- Collects relevant information and shares this with the board and / or Burning Man Project;
- Prepares the agenda for board meetings with the chairman / board;
- Provides reporting of meetings with the board, with event leads or initiatives that are / are supported by BMNL;
- Draws up the policy plan and annual report together with the chairman / board.

Who are you?

First of all, you feel truly connected with BMNL community and the principles it pursues. You would love to contribute your time, passion and enthusiasm! Further, you are a true social connector who loves speaking in public and are able to bring opposing opinions together through consent.
To be successful in this role you also need:

- Experience in a managerial role preferably in a board;
- Knowledge of the cultural industry is a plus;
- You have a general consensus mindset;
- You have excellent mediation skills;
- You know the 10 principles by heart and have ambitious ideas on BMNL's mission and projects concerning education, arts, civic involvement.

What's in it for you?

As with all positions within BMNL, this is a volunteer position. However, being a Board Member will open doors for you! And you are influential in the growth and success of the Burning Man community in the Netherlands.

Yes, I want to do this!

Great! We are looking forward to your application. Please apply via the apply button on this website and submit your resume and cover letter.

Procedure

A selection committee (At least 1 board member, 1 RC, 1 event lead, and 3 community members) will screen all applications. After a first selection there will be interviews. If you have any questions please reach out to erin.macri@burningman.org.

2021 Treasurer vacature

Board member: Treasurer

Burning Man Netherlands is expanding to five board members and is looking for two new board members. One of the two; **a punctual Treasurer with great organisational skills.**

BMNL is a 100% affiliate of Burning Man Projects (US). Currently, the board is formed by 4 members, all volunteer (unpaid) positions. The current board members are Hans Wegman (treasurer), Rene Meeuwessen (general board member) and Marian Goodell (general board member). Interim chair is Alvaro.

What will you do?

You will translate our strategy into financial overviews. You advise the board based on these overviews with (financial) decisions. You will either do all our accounting or supervise an external accountant/bookkeeper to make sure that our everything is done perfectly.

Furthermore you will:

- You make and control our budgets;
- Make the financial annual reports in collaboration with the accountant;
- Draw long term budgets;
- Control and check financial statements;
- Keep the board and stakeholders up to date on our financial status;
- Approve payments;
- Compare and close new insurances contracts;
- Financial Fundraising

Who are you?

You are a finance professional with great knowledge of accounting and a heart for Burning Man! As board member you are an intricate part of the growth and succes of Burning Man Netherlands, its goals and mission. You know how to be visible and approachable. Your entrepreneurial spirit doesn't mean you have an answer to everything, but you are always willing to help out.

Further, you have:

- Managerial experience preferably in a board;
- Skilled with accounting software;
- You have great communication skills and you know how to present financial details;
- Negotiation skills;
- Professional working proficiency in Dutch and English;
- Great social skills;

- You know the 10 principles by heart and have ambitious ideas on Burning Man Netherlands' mission and projects concerning education, arts, civic involvement.

What's in it for you?

As with all positions within Burning Man Netherlands, this is a volunteer position. However, being a Board Member will open doors for you! And you are influential in the growth and success of the Burning Man community in the Netherlands.

Yes, I want to do this!

Great! We are looking forward to your application. Please apply via the apply button on this website and submit your resume and cover letter.

Procedure

A selection committee (At least 1 board member, 1 RC, 1 event lead, and 3 community members) will screen all applications. After a first selection there will be interviews. If you have any questions please reach out to erin.macri@burningman.org.

Annex 2. Community input - sample questions for community input

1. Have you ever met Candidate 1? *

- **Yes**
- **No**
- **Maybe?**

2. How long have you known Candidate 1?

- **Less than a year**
- **1 to 2 years**
- **3 to 4 years**
- **5 to 6 years**
- **7 or more years**

3. Do you feel that Candidate 1 is well suited for the Regional Contact role as based upon the Regional Contact Criteria and Expectations?

- **Yes**
- **No**
- **Maybe?**

4. What are some of Candidate 1's qualities that would assure success as a Regional Contact?

- **Inspiring**
- **Collaborative**
- **Active listening and communication**
- **Accountable**
- **Self-aware**
- **Patient**
- **Appreciative**
- **Acts with integrity**
- **Emotionally Intelligent**
- **Comfortable in gray areas**
- **Looks for greatest benefit vs. Immediate goal**
- **Perceives big picture**
- **Leads by example**
- **Leaves ego behind**
- **Leads in the community**
- **Open to new ideas**
- **Curious**
- **Fun!!!**

5. Have you ever worked with Candidate 1 on a project?

- **Yes**
- **No**
- **Maybe?**

6. What was that experience like?

- **Positive**
- **No Impression**
- **Negative**

7. Please share more about your experience working on the project(s)?

8. Do you have any other thoughts about Candidate 1 that you would like to share with us?

9. How strongly would you recommend Candidate 1 for the [REGION] Regional Contact role?

0	1	2	3	4	5	6	7	8	9	10
Do not recommend at all.										**Very highly recommended!!**

Annex 3. Interview for Board Position

Interview Information

Candidate Name	
Position	
Interviewer Name(s)	
Interviewer Date	/ /2021

Skills Evaluation

Please evaluate the candidate as follows and score (X) accordingly.

	No doubt!	Yes	Maybe	No	No way!
You have a general consensus mindset and strong mediation skills (de-escalation)					
You are able to take charge, be assertive, and willing yet not eager to make unpopular decisions (avoiding getting stuck)					
Experience/knowledge of interactions with media/press and public speaking					
How do you feel about spreadsheets and G Drive-like tools (organisation and admin mindset)					
Dutch speaking & writing skills are relevant for both positions					

Leadership / management skills					
Compassion, humility and empathy as personality traits					

Overall Impressions & Recommendation

Please describe your overall impressions of this candidate, as well as any traits or skills you believe would make them especially suitable for this role, and then mark your final (X) accordingly.

List of potential questions

Character

Why are you interested in BMNL?

What excites you about our organization?

What are you passionate about?

Why should you get involved with our organization?

Given what you know about us, what is the most important thing BMNL does for the community?

What values or personal characteristics do you think board members must possess?

What do you expect from fellow board members when you serve on a board?

What does success look like to you?

What do you think a leader is? (or should do?)

Share an example of an important lesson about leading/managing people you've learned and the situation/context in which you learned it?

Competencies

What experience do you have that is related to our mission or would be of value for our organisation?

Tell me a little about your board experience.

How have you been effective on the boards where you served?

What would your network, colleagues, friends and/or family describe as your strengths?

What about your areas for development?

In your opinion, what are the core responsibilities of board members?

What makes a great board member?

What do you hope to bring to our board, in terms of your personal skills and abilities?

How do you interact with a difficult personality or deal with differences of opinion?

What do you need to know about an issue in order to make an informed decision?

What is your experience with financial and legal documents and issues?

What are your thoughts about our current budget and financial statements?

How do you know when the board has made a good decision?

What fundraising experience do you have?

Volunteer vs professional >> How is it different to work with either of these contexts? What problems you foresee and how would you address them?

Can you list the 10 principles, and could you explain your favorite and least favorite?

How would you deal with toxic people?

Responsibilities

How do you imagine helping our organization in the community?

Where do you think our organization should make connections that would help strengthen its reputation and mission delivery?

What sort of programs or projects would you like to see?

How would you strengthen our funding capacity?

Where do you think you could help our organization make those connections and build relationships?

What is the type of network or connections you could activate for the benefit of BMNL?

How much time will you be able to contribute?

How does the current term of the position fit in with your other responsibilities?

What do you expect from our organization?

What role do you think you would play on the board? (Finding expectations)

Annex 4. Recommendation letter

[Date]

Dear board members of Burning Man Netherlands,

On behalf of the Burning Man Netherlands selection committee for the position of Secretary, we hereby submit our unanimous recommendation that the position of Secretary be appointed to [Candidate Name].

To come to this conclusion, we have adhered to the “Burning Man Netherlands Board Selection Toolkit” version dated [version date]. In August 2024, we conducted an initial round of interviews of five candidates, which was held online. Following discussion, the committee decided to hold a second round of interviews with three shortlisted candidates. Two candidates were able to meet in person, and one met online due to being out of country at the time of interviews. For the second round of interviews, two additional community members were included to function as a ‘fresh set of eyes’ and as an additional step to balance out the initial findings from the first interview. In total, eight committee members met with candidates at least once.

Based on reviews of the candidate’s resumes and cover letters, two rounds of interviews, and community input, we have come to a unanimous decision to recommend that the position of Secretary be offered to [Candidate Name].

[Provide a short paragraph explaining the qualities and qualifications of the candidate that led to this decision]

With this letter, we advise the board to appoint [Name] to the board. With the agreement of the board regarding this decision, we invite the board Chair to confirm the board’s acceptance of this recommendation, and to then contact the candidate to formally offer her the position. If the candidate accepts the offer, please inform us of this immediately so that we can notify the remaining unsuccessful candidates and announce the decision to our community.

Kind regards,

Erin Macri, RC Netherlands and BMNL Selection Committee member

On behalf of the BMNL Selection Committee