

APPENDIX A (POLICY GOV-07 BOARD SELF EVALUATION)



Board Self-Evaluation Questionnaire

A Tool for Improving the Governance Practices
of Non-Profit Organizations

Name _____ (optional) For period from _____ to _____

Board Self Evaluation Questionnaire

Questions should be answered by all board members. When completed individually the results of Sections A, B and C should be compiled, shared and discussed by the whole board to determine an average group answer to each question and an overall section rating. Section D should be answered by board members alone but not shared with the group. Sections A, B and C should also be completed by the **CEO/Chief Librarian**. This questionnaire also includes Section E, which provides feedback to the Chair of the Board.

*Circle the response that **best** reflects your opinion. The rating scale for each statement is: Inconsistently (1); Consistently (2); Consistently with Innovation (3).*

A. How Well Has the Board Done Its Job?

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|---|---|---|---|
| 1. Our organization operates with a strategic plan or a set of measurable goals and priorities. | 1 | 2 | 3 |
| 2. The board's regular meeting agenda items reflects our strategic plan or priorities. | 1 | 2 | 3 |
| 3. The board has created or reviewed, in this period, some key governance job descriptions (e.g board chair, directors and committees). | 1 | 2 | 3 |
| 4. The board gives direction to CEO/Chief Librarian on how to achieve the goals by setting, referring to, or revising policies. | 1 | 2 | 3 |
| 5. The board has identified and reviewed the organization's relationship with each of its key stakeholders | 1 | 2 | 3 |
| 6. The board has ensured that the organization's accomplishments and challenges have been communicated to key stakeholders | 1 | 2 | 3 |
| 7. The board has ensured that stakeholders have received reports on how our organization has used its financial and human resources. | 1 | 2 | 3 |

B. How Well Has the Board Conducted Itself?

*Circle the response that **best** reflects your opinion. The rating scale for each statement is: Inconsistently (1); Consistently (2); Consistently with Innovation (3).*

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|--|---|---|---|
| 1. As board members we are aware of what is expected of us. | 1 | 2 | 3 |
| 2. The agendas of board meetings are well planned so that we are able to get through all necessary board business. | 1 | 2 | 3 |
| 3. It seems like most board members come to meetings prepared. | 1 | 2 | 3 |
| 4. We receive written reports to the board in advance of our meetings. | 1 | 2 | 3 |
| 5. All board members participate in important board discussions. | 1 | 2 | 3 |
| 6. We do a good job encouraging and dealing with different points of view. | 1 | 2 | 3 |
| 7. We all support the decisions we make. | 1 | 2 | 3 |
| 8. The board assesses its composition and strengths in advance of recruiting new board members. | 1 | 2 | 3 |
| 9. The board assumes all of the responsibility for CEO/Chief Librarian recruitment and orientation. | 1 | 2 | 3 |
| 10. Board members have some interaction with external stakeholders at board meetings (e.g as guests) or between meetings | 1 | 2 | 3 |
| 11. Our board meetings are always interesting. | 1 | 2 | 3 |
| 12. Our board meetings are often fun. | 1 | 2 | 3 |

C. Board's Relationship with CEO/Chief Librarian

Circle the response that **best** reflects your opinion. The rating scale for each statement is: Inconsistently (1); Consistently (2); Consistently with Innovation (3).

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|--|---|---|---|
| 1. There is a clear understanding on most matters where the board's role ends and the CEO/Chief Librarian's begins. | 1 | 2 | 3 |
| 2. There is good two-way communication between the board and the CEO/Chief Librarian. | 1 | 2 | 3 |
| 3. The board trusts the judgment of the CEO/Chief Librarian. | 1 | 2 | 3 |
| 4. The board provides direction to the CEO/Chief Librarian by setting and reviewing policies. | 1 | 2 | 3 |
| 5. The board has discussed and communicated the kinds of information and level of detail it requires from the CEO/Chief Librarian. | 1 | 2 | 3 |
| 6. The board has developed formal criteria and a process for evaluating the CEO/Chief Librarian. | 1 | 2 | 3 |
| 7. The board, or a committee of the board, has formally evaluated the CEO/Chief Librarian within the past 12 months. | 1 | 2 | 3 |
| 8. The board evaluates the CEO/Chief Librarian primarily on the accomplishment of the organization's strategic goals and priorities and adherence to policy. | 1 | 2 | 3 |
| 9. The board provides feedback and shows its appreciation to the CEO/Chief Librarian on a regular basis. | 1 | 2 | 3 |
| 10. The board ensures that the CEO/Chief Librarian is able to take advantage of professional development opportunities. | 1 | 2 | 3 |

D. My Performance as an Individual Board Member (Not to be shared)

Circle the response that **best** reflects your opinion. The rating scale for each statement is: Inconsistently (1); Consistently (2); Consistently with Innovation (3).

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|---|---|---|---|
| 1. I am aware of what is expected of me as a board member. | 1 | 2 | 3 |
| 2. I have a good record of meeting attendance. | 1 | 2 | 3 |
| 3. I read the minutes, reports and other materials in advance of our board meetings. | 1 | 2 | 3 |
| 4. I am familiar with what is in the organization’s procedural by-law and governing policies. | 1 | 2 | 3 |
| 5. I frequently encourage other board members to express their opinions at board meetings. | 1 | 2 | 3 |
| 6. I am encouraged by other board members to express my opinions at board meetings. | 1 | 2 | 3 |
| 7. I am a good listener at board meetings. | 1 | 2 | 3 |
| 8. I follow through on things I have said I would do. | 1 | 2 | 3 |
| 9. I maintain the confidentiality of all board decisions. | 1 | 2 | 3 |
| 10. When I have a different opinion than the majority, I raise it. | 1 | 2 | 3 |
| 11. I support board decisions once they are made even if I do not agree with them. | 1 | 2 | 3 |
| 12. I promote the work of our organization in the community whenever I have a chance to do so. | 1 | 2 | 3 |
| 13. I stay informed about issues relevant to our mission and bring information to the attention of the board. | 1 | 2 | 3 |

E. Feedback to the Chair of the Board

Circle the response that **best** reflects your opinion. The rating scale for each statement is: Inconsistently (1); Consistently (2); Consistently with Innovation (3).

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|---|---|---|---|
| 1. The chair is well prepared for board meetings. | 1 | 2 | 3 |
| 2. The chair helps the board stick to the agenda. | 1 | 2 | 3 |
| 3. The chair tries hard to ensure that every board member has an opportunity to be heard. | 1 | 2 | 3 |
| 4. The chair is skilled at managing different points of view. | 1 | 2 | 3 |
| 5. The chair has demonstrated versatility in facilitating board discussions. | 1 | 2 | 3 |
| 6. The chair knows how to be direct with an individual board member when their behaviour needs to change. | 1 | 2 | 3 |
| 7. The chair helps the board work well together. | 1 | 2 | 3 |
| 8. The chair demonstrates good listening skills. | 1 | 2 | 3 |
| 9. The board supports the chair. | 1 | 2 | 3 |
| 10. The chair is effective in delegating responsibility amongst board members. | 1 | 2 | 3 |
| 11. The chair ensures the board is aware of his/her organizational activities outside of our board meetings | 1 | 2 | 3 |

Note:

It is expected that most of the survey results for each of the indicators in the above five categories will be a (2) as this indicates consistently effective performance by the Board. If there is a category or a particular indicator that shows a pattern of responses with a rating of (1), this would identify an area of concern and may result in the Board setting a goal(s) to grow in this area going forward. If there is a category or a particular indicator that shows a pattern of responses with a rating of (3), this would indicate that this is an area of strength. This could be as a result of particularly strong leadership in addressing a particular circumstance or it could be due to innovation by leadership and/or staff due to individual strengths, interests and/or new learning. Identifying these areas of strength help us to clearly understand the factors that contribute to continuous improvement.