



Board Self-Evaluation Questionnaire

A TOOL FOR IMPROVING THE GOVERNANCE PRACTICES OF NON-PROFIT ORGANIZATIONS

BY E. GRANT MACDONALD

All board members should answer all the questions. 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**. 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: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

A. HOW WELL HAS THE BOARD DONE ITS JOB?

- | | | | | | |
|--|---|---|---|---|---|
| 1. Our organization operates with a strategic plan or a set of measurable goals and priorities. | 1 | 2 | 3 | 4 | 5 |
| 2. The board's regular meeting agenda items reflects our strategic plan or priorities. | 1 | 2 | 3 | 4 | 5 |
| 3. The board has created or reviewed, in this period, some key governance job descriptions (e.g. board chair, directors and committee chairs). | 1 | 2 | 3 | 4 | 5 |
| 4. The board gives direction to staff on how to achieve the goals by setting, referring to, or revising policies. | 1 | 2 | 3 | 4 | 5 |
| 5. The board has identified and reviewed the organization's relationship with each of its key stakeholders. | 1 | 2 | 3 | 4 | 5 |
| 6. The board has ensured that the organization's accomplishments and challenges have been communicated to key stakeholders. | 1 | 2 | 3 | 4 | 5 |
| 7. The board has ensured that stakeholders have received reports on how our organization has used its financial and human resources. | 1 | 2 | 3 | 4 | 5 |
| 8. Looking at my answers for this section, how might the board do its job better? | | | | | |

My overall rating (add together the total of the numbers circled):

- Excellent (28-35) Satisfactory (19-27) Poor (7-18)

B. HOW WELL HAS THE BOARD CONDUCTED ITSELF?

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

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|---|---|---|---|---|---|
| 1. As board members we are aware of what is expected of us. | 1 | 2 | 3 | 4 | 5 |
| 2. The agenda of board meetings are well planned so that we are able to get through all necessary board business. | 1 | 2 | 3 | 4 | 5 |
| 3. It seems like most board members come to meetings prepared. | 1 | 2 | 3 | 4 | 5 |
| 4. We receive written reports to the board in advance of our meetings and with enough time to review. | 1 | 2 | 3 | 4 | 5 |
| 5. All board members participate in important board discussions. | 1 | 2 | 3 | 4 | 5 |
| 6. We do a good job encouraging and dealing with different points of view. | 1 | 2 | 3 | 4 | 5 |
| 7. We all support the decisions we make. | 1 | 2 | 3 | 4 | 5 |
| 8. The board assesses its composition and strengths in advance of recruiting new board members. | 1 | 2 | 3 | 4 | 5 |
| 9. The board assumes much of the responsibility for director recruitment and orientation. | 1 | 2 | 3 | 4 | 5 |
| 10. Board members have some interaction with external stakeholders at board meetings (e.g.. as guests) or between meetings. | 1 | 2 | 3 | 4 | 5 |
| 11. Our board meetings are always interesting. | 1 | 2 | 3 | 4 | 5 |
| 12. Our board meetings are frequently fun. | 1 | 2 | 3 | 4 | 5 |
| 13. Looking at my answers for this section, how might the board do its job better? | | | | | |

My overall rating (add together the total of the numbers circled):

- Excellent (60- 50) Satisfactory (49-35) Poor (34-12)

C. BOARD'S RELATIONSHIP WITH CEO

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

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|--|---|---|---|---|---|
| 1. There is a clear understanding on most matters where the board's role ends and the CEO's begins. | 1 | 2 | 3 | 4 | 5 |
| 2. There is good two-way communication between the board and the CEO. | 1 | 2 | 3 | 4 | 5 |
| 3. The board trusts the judgment of the CEO. | 1 | 2 | 3 | 4 | 5 |
| 4. The board provides direction to the CEO by setting and reviewing policies. | 1 | 2 | 3 | 4 | 5 |
| 5. The board has discussed and communicated the kinds of information and level of detail it requires from the executive director. | 1 | 2 | 3 | 4 | 5 |
| 6. The board has developed formal criteria and a process for evaluating the CEO. | 1 | 2 | 3 | 4 | 5 |
| 7. The board, or a committee of the board, has formally evaluated the CEO within the past 12 month. | 1 | 2 | 3 | 4 | 5 |
| 8. The board evaluates the CEO primarily on the accomplishment of the organization's strategic goals and priorities and adherence to policy. | 1 | 2 | 3 | 4 | 5 |
| 9. The board provides feedback and shows its appreciation to the CEO on a regular basis. | 1 | 2 | 3 | 4 | 5 |
| 10. The board ensures that the CEO is able to take advantage of professional development opportunities. | 1 | 2 | 3 | 4 | 5 |
| 11. Looking at my answers for this section, how might the board do its job better? | | | | | |

My overall rating (add together the total of the numbers circled):

- Excellent (40+) Satisfactory (28-39) Poor (11-27)

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: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

- | | | | | | |
|---|---|---|---|---|---|
| 1. I am aware of what is expected of me as a board member. | 1 | 2 | 3 | 4 | 5 |
| 2. I have a good record of meeting attendance. | 1 | 2 | 3 | 4 | 5 |
| 3. I read the minutes, reports and other materials in advance of our board meetings. | 1 | 2 | 3 | 4 | 5 |
| 4. I am familiar with what is in the organization's by-laws and governing policies. | 1 | 2 | 3 | 4 | 5 |
| 5. I frequently encourage other board members to express their opinions at board meetings. | 1 | 2 | 3 | 4 | 5 |
| 6. I am encouraged by other board members to express my opinions at board meetings. | 1 | 2 | 3 | 4 | 5 |
| 7. I am a good listener at board meetings. | 1 | 2 | 3 | 4 | 5 |
| 8. I follow through on things I have said I would do. | 1 | 2 | 3 | 4 | 5 |
| 9. I maintain the confidentiality of all board decisions. | 1 | 2 | 3 | 4 | 5 |
| 10. When I have a different opinion than the majority, I raise it. | 1 | 2 | 3 | 4 | 5 |
| 11. I support board decisions once they are made even if I do not agree with them. | 1 | 2 | 3 | 4 | 5 |
| 12. I promote the work of our organization in the community whenever I have a chance to do so. | 1 | 2 | 3 | 4 | 5 |
| 13. I stay informed about issues relevant to our mission and bring information to the attention of the board. | 1 | 2 | 3 | 4 | 5 |
| 14. What additional information or skills do I need to be a better board member? | | | | | |

My overall rating (add together the total of the numbers circled):

- Excellent (40+) Satisfactory (28-39) Poor (11-27)

E. FEEDBACK TO THE CHAIR OF THE BOARD (OPTIONAL)

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

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

My overall rating (add together the total of the numbers circled):

Excellent (40+) Satisfactory (28-39) Poor (11-27)