Background pattern

Description automatically generated

**Board Self-Evaluation Questionnaire**

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

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 Executive Director (ED). This questionnaire also includes Section E, which provides feedback to the Chair of the Board.

# HOW WELL HAS THE BOARD DONE ITS JOB?

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. 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 ensures that the organization’s accomplishments  and challenges are 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? |  |  |  |  |  |

1. **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).

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| 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  can 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 an excellent 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 most of the responsibility for director recruitment and orientation. | 1 | 2 | 3 | 4 | 5 |
| 10. Board members occasionally interact 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? |  |  |  |  |  |

1. **BOARD’S RELATIONSHIP WITH ED**

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. There is a clear understanding on most matters where  the Board’s role ends and the ED’s begins. | 1 | 2 | 3 | 4 | 5 |
| 2. There is good two-way communication between the  board and the ED. | 1 | 2 | 3 | 4 | 5 |
| 3. The board trusts the judgment of the ED. | 1 | 2 | 3 | 4 | 5 |
| 4. The board provides direction to the ED 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 ED. | 1 | 2 | 3 | 4 | 5 |
| 6. The Board has developed formal criteria and a process  for evaluating the ED. | 1 | 2 | 3 | 4 | 5 |
| 7. The Board, or a committee of the Board, has formally  evaluated the ED within the past 12 month. | 1 | 2 | 3 | 4 | 5 |
| 8. The Board evaluates the ED 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 ED on a regular basis. | 1 | 2 | 3 | 4 | 5 |
| 10. The Board ensures that the ED can 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)

# 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)

# 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 their  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)