



ANNUAL BOARD PERFORMANCE EVALUATION

This performance evaluation considers important areas of Board operation, based on our experience with association Boards since 1967. After each question is a series of statements describing possible Board actions. These statements may serve two purposes – first, as a simple description of the way your Board operates; second, as a fuller exploration of the ways your Board *could* act. You may use them in the second mode to identify the way you feel your Board *should* act, and thus provide a standard for future evaluation (setting your own “best practices”).

To use this evaluation, each Director should complete the form, selecting the statement s/he feels best describes the Board’s behaviour in each situation. All responses should be submitted anonymously to a staff person, who then compiles them and provides the compilation to all Board members. This compilation then serves as the basis of discussion of Board operation.

Should the Board wish to know what generally accepted best practices are, there is a version of this document that indicates those.

STRATEGIC PLAN

1. Are all members of the Board aware of the organization’s mission statement?
 - a. Everyone is fully conversant with the mission statement
 - b. All Board members are aware of the general outlines of the mission statement
 - c. Most Board members are aware of the mission statement
 - d. Some Board members are aware of the mission statement
 - e. The Board is only vaguely aware or not at all aware of the mission statement
2. Are all members of the Board aware of the organization’s strategic plan?
 - a. All Board members are familiar with the strategic plan
 - b. All Board members are aware of the key initiatives of the strategic plan
 - c. Most Board members are aware of the key initiatives of the strategic plan
 - d. Most Board members are aware the organization has a strategic plan but are not familiar with its contents
 - e. The Board is only vaguely aware or not at all aware of the strategic plan
3. Does the Board participate in periodic reviews (annually or bi-annually) of the organization’s strategic plan?
 - a. The Board has delegated this task to staff, and reviews staff reports on the matter
 - b. The Board has delegated this task to a sub-Committee and reviews staff reports on the matter
 - c. The Board does not participate at all in reviews of the strategic plan
 - d. The Board participates in reviews of the strategic plan, but these reviews are not conducted at regular intervals
 - e. The Board is fully engaged in periodic reviews of the strategic plan
4. How frequently does the review take place?
 - a. Annually
 - b. Every two years
 - c. Every three to five years
 - d. Less frequently than every five years, but at regular intervals
 - e. As needed

5. What is the nature of the review:
 - a. An update on performance versus plan
 - b. An update on performance versus plan with a discussion of variances from the plan
 - c. A "diagnostic" review of variances from the plan with a view to identifying corrective action
 - d. A general discussion of the appropriateness of the plan, which may or may not lead to changes
 - e. An in-depth evaluation of the plan in light of a full environmental scan, with a view to identifying areas where strategies need to change and outlining the nature of those changes
6. What is the Board's ongoing role regarding the strategic plan?
 - a. The Board has delegated plan implementation to staff and receives regular reports from staff
 - b. The Board has delegated plan implementation to Committees and receives regular reports from the Committee Chairs
 - c. The Board has delegated plan implementation to Committees and/or staff, receives regular reports from them, and becomes involved in corrective action when it sees this as necessary, based on the reports
 - d. Individual Board members have responsibilities under the plan, and are actively engaged in implementation
 - e. The Board has no ongoing role

RISK MANAGEMENT

7. What best defines the Board's attitude towards risk?
 - a. There are no risks for the organization
 - b. The risks the organization faces are financial in nature
 - c. Risk can be dealt with through appropriate insurance
 - d. Risk arises rarely and can be dealt with through insurance and appropriate policies and procedures
 - e. In addition to "recurring" risks, risks need to be reviewed regularly, and appropriate action determined
8. How does the Board deal with risk management?
 - a. The Board feels there is no risk and therefore does not have a policy or process in this area
 - b. The Board maintains a directors' and officers' insurance policy and a liability insurance policy
 - c. The Board has delegated responsibility for risk management to staff, and receives reports from staff on this matter
 - d. The Board looks at financial risk as part of its budgeting process, and then reviews areas highlighted by the Treasurer monthly, quarterly or semi-annually thereafter
 - e. The Board conducts a risk review annually to identify potential risks and determine what steps to take to deal with those risks
 - f. The Board has identified areas of "recurring" risk and has developed policies and procedures to deal with them. It also conducts an annual risk review to identify potential risks and determine what steps to take to deal with those risks
 - g. The Board has identified three types of risk – recurring; non-recurring but predictable; non-recurring and not predictable. Recurring risks are dealt with through policies and procedures and insurance; non-recurring predictable risks are identified through annual risk reviews; non-recurring unpredictable risks are identified and dealt with as they arise

STAFF RELATIONSHIPS; BOARD AND STAFF MANDATES

9. What is the relationship between the Board and the senior staff member (CEO, Executive Director, etc.)?
 - a. The Board is formally in charge of all of the organization's operations and directs and monitors all staff functions
 - b. The Chair/President is formally in charge of all of the organization's operations and directs and monitors all staff functions
 - c. The Chair/President also functions as the senior staff person
 - d. The CEO/Executive Director is theoretically in charge of the organization's operations, but the Board involves itself in operational details frequently
 - e. The CEO/Executive Director advises the Board, but the Board makes final decisions and delegates them to the CEO/Executive Director for implementation
 - f. The CEO/Executive Director is a partner of the Board, providing advice, participating in decision-making and managing implementation
 - g. The CEO/Executive Director is treated as a full member of the Board, except s/he does not have a vote
10. Does the CEO/Executive Director have a job description or mandate?
 - a. The CEO/Executive Director does not have a job description or mandate
 - b. The CEO/Executive Director has an informally understood job description or mandate
 - c. The CEO/Executive Director's mandate is described in the by-laws
 - d. The CEO/Executive Director has a formal job description or mandate outside the by-laws, but it has not changed as his/her job has grown
 - e. The CEO/Executive Director has a current, formal job description outside the by-laws
 - f. We do not have a CEO/Executive Director
11. Do the Board and individual Directors/Officers have defined roles and responsibilities?
 - a. There are no defined roles and responsibilities for either
 - b. The roles and responsibilities of the Board/Officers are not formally defined, but are informally understood
 - c. The roles and responsibilities of the Board/Officers are defined in the by-laws
 - d. The Board has a formal charter or mandate outside of the by-laws
 - e. The Board has a formal charter or mandate outside of the by-laws, and the Officers have roles and responsibilities defined by policy and/or procedure
 - f. The Board has a formal charter or mandate outside of the by-laws, and both the Officers and all other Directors have roles and responsibilities defined by policy and/or procedure
12. Where there are formally defined roles and responsibilities for the Board, the Officers and the Directors, how are they used?
 - a. They are not used
 - b. New Directors are made aware of all of them as part of their orientation, but compliance is up to the individual; there is no review or enforcement mechanism
 - c. New Directors are made aware of all of them as part of their orientation but compliance is only an issue in cases of gross misconduct
 - d. Directors and Officers are evaluated annually on their behaviour/performance compared to their roles and responsibilities. The Board reports to the membership on its overall performance compared to its charter/mandate annually

CONFLICT OF INTEREST

13. Does the Board have a policy regarding conflict of interest?
 - a. There is no policy
 - b. There is no policy, but the Board is generally aware of its responsibility to act ethically, and this includes conflict of interest
 - c. The Board recognizes conflict of interest guidelines as defined in our governing legislation, and there is no need to go beyond that. All Board members are expected to adhere to the law, but there is no review of this
 - d. Conflict of interest guidelines are specified in the by-laws, and all Board members are expected to adhere to them. There is no review

- e. Conflict of interest guidelines are defined by policy, and all Board members are expected to adhere to them. There is no review
- f. Conflict of interest guidelines are defined by policy and all Board members sign an annual statement acknowledging them and setting out interests that may result in a conflict. There is no review
- g. Conflict of interest guidelines are defined by policy, all Board members sign an annual statement as above, and interests also must be declared when a conflict may arise

FINANCE

14. How financially literate is the Board?
 - a. The Board relies on staff to interpret financial matters
 - b. The Board relies on the Treasurer to interpret financial matters. The Treasurer has no formal accounting/finance training
 - c. The Board relies on the Treasurer to interpret financial matters. The Treasurer has formal accounting/finance training and may have a recognized accounting designation
 - d. The Board discusses financial issues, but does not generally have the expertise to evaluate the information they receive
 - e. At least some Board members have some background in accounting/finance, and they provide critical evaluation of information prepared by staff and/or the Treasurer
 - f. All Directors have met a minimum standard of financial literacy, either through prior training/experience, or through training taken when they join the Board
15. How does the Board handle its budget responsibilities?
 - a. The Treasurer prepares or supervises the preparation of the budget. The Board generally approves it as prepared, with little discussion
 - b. The Treasurer prepares or supervises the preparation of the budget. The Board generally discusses it and then approves it
 - c. The Treasurer prepares or supervises the preparation of the budget with input from Committees and Board members. The Board generally approves it, with or without further discussion
 - d. The Treasurer prepares or supervised the preparation of the budget (with or without input from Committees and Board members). The Board reviews it, discusses the information used in its preparation and may make modifications (minor or major) before approving it
16. How does the Board handle its financial accountability responsibilities?
 - a. The Treasurer or staff prepare financial reports that are generally accepted by the Board
 - b. The Treasurer or staff prepare financial reports that are generally accepted by the Board after some review
 - c. The Treasurer or staff prepare financial reports that are carefully reviewed by the Board before being accepted. In some instances, additional information may be requested and reviewed before the reports are accepted
 - d. The Treasurer or staff prepare financial reports that are received for information by the Board
17. Does the Board receive an independent third-party review of its year-end financial statements?
 - a. The organization is too small to justify the expense of a third-party review
 - b. The Board trusts the Treasurer and/or staff to prepare the statements; no third party review is necessary
 - c. The Board appoints an internal audit committee to review them
 - d. The Board appoints an external auditor to audit the statements and express an audit opinion on them, either with or without participation of an internal audit committee
 - e. The Board appoints an external reviewer to review the statements and express a review opinion on them, either with or without participation of an internal audit committee

DISCLOSURE

18. What does the Board disclose to your members at the Annual General Meeting?
 - a. The financial statements only (whether or not they have been reviewed by an independent third party)
 - b. The financial statements plus a summary of key Board actions in the previous year
 - c. The financial statements, a summary of key Board actions, and a management report on key activities
 - d. The financial statements, a summary of key Board actions, a report from management, and a forecast of anticipated key issues for the coming year, along with the Board's assessment of their risk
19. What does the Board disclose about Board members?
 - a. Their names
 - b. Their names and contact information
 - c. Their names, contact information and biographical details
 - d. Their names, contact information, biographical details and attendance at Board meetings
 - e. Their names, contact information, biographical details, attendance at Board meetings and whether they have signed and abided by a statement of conflict of interest
20. Does the Board invite or permit the independent third party who reviewed the statements to attend the Annual General Meeting?
 - a. The Board does not want the third party reviewer to attend the Annual General Meeting
 - b. The Board does not encourage the third party reviewer to attend the Annual General Meeting, but will allow him/her if s/he so requests
 - c. The Board invites the third party reviewer to attend the Annual General Meeting
 - d. Attendance by the third party reviewer at the Annual General Meeting is mandatory and a part of his/her contract

ETHICS

21. Does the Board have a Code of Ethics?
 - a. No, the Board does not have a Code of Ethics
 - b. No, the Board does not have a formal Code of Ethics, but members are generally aware of their duty to act ethically and have a general understanding of what that means
 - c. The Board has a formal Code of Ethics, but does not police adherence to it
 - d. The Board has a formal Code of Ethics by which all Directors must abide. This is policed
22. Does the Board have established sanctions that can be applied summarily, or established processes to sanction Directors who act unethically or in violation of their legal and ethical responsibilities?
 - a. There are no sanctions in place
 - b. The Board has established summary sanctions/processes for sanctioning Directors but does not use them
 - c. The Board has established summary sanctions/processes for sanctioning Directors but only uses them in cases of negligence bordering on the criminal
 - d. The Board has established summary sanctions/processes for sanctioning Directors but applies them very leniently
 - e. The Board has established summary sanctions/processes for sanctioning Directors and applies them fairly or very stringently

ORIENTATION

23. Does the Board provide orientation for new Directors and/or new Officers?
 - a. The Board does not provide any orientation
 - b. The Board has a "Directors' Manual" which it gives to new Directors. It is up to them to read/review it

- c. The Board provides personal orientation for new Directors and/or Officers, but the supporting written material is very limited or non-existent
- d. The Board provides personal orientation for new Directors and/or Officers, supplemented by a full "Directors' Manual". The manual, however, is not used extensively in the orientation
- e. The Board provides personal orientation for new Directors and/or Officers, supplemented by a full "Directors' Manual". The manual is used extensively in the orientation