

Individual Director Self-Assessment Tool



ACKNOWLEDGEMENTS

The Governance Centre of Excellence (GCE) would like to acknowledge the contributions of Jim Mackay (Berkeley Consulting Group) and Anne Corbett (Borden Ladner Gervais) in the development of the Individual Director Self-Assessment Tool.



Introduction

This evaluation tool aims to support the development of individual directors by helping them enhance their contribution to the board and also to enable them to have a more positive experience. The tool can also help with succession planning.

The Board Chair or another director, such as the Chair of the Governance Committee, may be designated the responsibility for overseeing the implementation of this evaluation tool, which may include follow-up discussions with individual directors.

Approaches to Implementation

This tool can be approached in three ways:

- A. Voluntary completion;
- B. Mandated completion and follow-up process for all directors; or
- C. Mandated completion and follow-up process for end-of-term directors who are eligible for re-election.

Typically, the Governance Committee will consider these approaches and make a recommendation to the board. The board also needs to determine implementation elements, such as the timing for conducting the self-assessment (e.g., near the end of directors’ terms, before the annual general meeting); the frequency for administering the self-assessment (e.g., annually or bi-annually); identifying the directors who will participate (e.g., directors who have served on the board

for a minimum of six months); and designating an individual or committee to lead the process for the board.

Each approach is described in detail below.

A. VOLUNTARY COMPLETION

Each director decides individually whether or not to complete the survey. The director also chooses how the results are used:

- Solely for self-reflection; or
- Released to the Board Chair or Chair of the Governance Committee as a basis for discussion on director development.

Potential Advantages	Potential Disadvantages
<ul style="list-style-type: none">• Encourages each director to reflect on his/her performance and contributions• Less intrusive evaluation• Provides a mechanism for directors to request feedback and advice/assistance regarding development, on a voluntary basis• May be less of a time commitment for the Board Chair and directors because only those interested in participating are involved	<p>Since not all directors are required to participate, this approach may result in:</p> <ul style="list-style-type: none">• Inconsistent attention to director performance and development• An incomplete picture of director development interests and needs• Requiring separate discussions for underperforming directors and end-of-term directors eligible for re-election, if they choose not to participate in the evaluation

B. MANDATED COMPLETION AND FOLLOW-UP PROCESS

All directors with a minimum length of service (e.g., six months) are expected to complete the survey. Results are used as a basis for follow-up discussions regarding director development with the Board Chair or a designated director.

The Board Chair arranges individual meetings with directors to discuss the results. The agenda for these meetings may include:

- Discussion regarding the director’s level of contribution, areas for improvement and potential supports required by the director (e.g., training);

- Identification of the director’s interests in future board contributions and roles, as well as succession opportunities; and
- An outline of the next steps or an agreement on an action plan.

The Board Chair may present the overall implications of these sessions to the Governance Committee and/or Nominations Committee, to create an integrated board development and succession plan and/or to inform the director, officer and committee nomination process.

Potential Advantages	Potential Disadvantages
<ul style="list-style-type: none">• Ensures that all directors reflect on their performance, and receive feedback and advice/assistance regarding director development• Provides a complete picture of director development interests and needs• Mandated follow-up discussions may be used to address underperforming and end-of-term directors who are eligible for re-election	<ul style="list-style-type: none">• Most demanding in terms of director time and involvement, particularly for the Board Chair or designated director leading the process

C. MANDATED PROCESS FOR END-OF-TERM DIRECTORS

All directors who are at the end of their term and eligible for re-election are expected to complete the survey. Results are used as a basis for follow-up discussions regarding director development and re-appointment.

The Board Chair arranges individual meetings with directors to discuss the results and their future plans. Information from these meetings may inform subsequent discussions with the committee responsible for officer nominations, committee assignments and nominations for re-election (e.g., the Nominations or Governance Committee).

Potential Advantages	Potential Disadvantages
<ul style="list-style-type: none">Ensures that decisions regarding recommendations for re-election of eligible directors are made within the context of the directors’ performance contribution and interestsAllows for targeted development of seasoned directors who may be moving into board leadership positions	<ul style="list-style-type: none">Unless combined with other processes, this approach fails to support the development of all directors to enhance their contributions to the boardRequires a separate process for underperforming directors unless they are at the end of their term

Individual Director Self-Assessment Tool

Please rate each statement on a scale of 1 to 5.

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	NA / Don't Know
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Governance Role

1.	I am familiar with the board's by-laws and policies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	I maintain confidentiality and comply with conflict of interest policies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	I support board decisions once they are made.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	I understand the distinction between the board's role to set direction and provide oversight and management's role to lead and direct operations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	I understand the board's role and process in overseeing the CEO's annual performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	I commit the time required to fulfill my governance responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Knowledge of the Organization and the Environment

7.	I understand the organization's strategic plan, including mission, vision and values statements, and take these into account when making decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	I am comfortable with my level of knowledge about the organization's programs and role within the local environment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.	While not necessarily an expert, I have a good understanding of the organization's: a) Financial performance and condition b) Quality performance and measures c) Key areas of risk and associated risk mitigation strategies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.	I understand and take into account the organization's accountability to funders and key stakeholders.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.	I keep current on sector issues and trends that may have an impact on the organization or the needs of the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	NA / Don't Know
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12.	I effectively apply my knowledge, experience and expertise to matters before the board.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13.	I ask questions or request information to help me make informed decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.	I exercise sound and balanced judgment considering all sides of issues before the board.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15.	I bring a strategic focus in assessing situations and reaching conclusions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16.	I am satisfied with my level of contribution as a director.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Effective Behaviour and Relationships

17.	I read materials in advance and come prepared for meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18.	I listen well and respect other's ideas and perspectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19.	I communicate effectively with my fellow directors at board and committee meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20.	I am comfortable and constructive when expressing a minority opinion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21.	I develop and maintain sound relationships as a team player with fellow directors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22.	I respect the contributions of board committees, being careful at board meetings to build on, not re-do, the work already done by committees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23.	While maintaining my independence as a director, I interact respectfully, cooperatively and appropriately with the CEO and senior staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24.	I take advantage of board education opportunities to increase my effectiveness as a director.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Development Questions

1. In terms of furthering your professional development as a director and contributing more to the board, please identify two or three areas that you would like to personally focus on next year.

2. Looking ahead, are there other committees or board officer positions that you are interested in, or other ways you might like to contribute?

3. What support or educational opportunities would be beneficial to your development?

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