

Board Questionnaire

Purpose

This tool is designed for Operational Service and Operational Enterprise agencies and Regulatory agencies with a governing board to analyze and discuss how well they function together as a Board of Directors, and to identify areas of achievement as well as areas where improvement is needed. It is intended to inspire collective growth and develop Board excellence.

Individually, Board members are responsible for providing independent and objective oversight in order to collectively set the goals, objectives and strategic directions of the agency and monitor performance. Members of a Board operate as an inter-dependant, multi-disciplinary team. How well they function in this capacity is critical to the success of the agency and therefore merits periodic analysis to identify areas of improvement.

The statements posed in this tools relate to the competencies for Members, Vice-Chairs and Chairs.

How to Complete and Use this Questionnaire

- > Members, Vice-Chairs, the Chair and CEO may complete this questionnaire.
- > For each competency, consider the statements posed and circle the number that most closely represents your agreement level with the statement.
- > On page 8, provide detail of your responses for those statements where you were in strong agreement or disagreement.
 - o Under “*Areas of Board Excellence*”, make note of key successes, initiatives, plans and deliverables where the Board functioned well. What were the success factors?
 - o Under “*Areas Where the Board Could do Better*”, make note of those key areas that in your opinion the Board could improve and indicate your suggestions for improvement.
- > On the Board Action Plan (chart on pages 9 and 10), summarize your thoughts in preparation for Board discussion.
- > The Board as a whole will discuss individual input and collectively agree to an action plan.

Process

The Board may determine the process, frequency and application of this tool, which may include various options for how the input of all Board members is collected, stored and relayed to the Board as a whole. For example, questionnaires completed by individual members may be used solely for discussion purposes, and the individual input is not retained as a record.

When completed, this document will contain information that is sensitive and confidential, and should be treated as such.

Modification of this tool to suit the particular needs, culture and terminology of the Board is encouraged.

1. STEWARDSHIP

Stewardship is setting and articulating the goals, objectives and strategic framework for the agency. Effective stewardship involves providing independent and objective oversight to effectively guide and monitor the implementation of strategic initiatives as a member of an inter-dependant, multi-disciplinary Board of Directors.

- a) The Board understands and contributes effectively to the vision and mission of the agency.

Strongly Agree		Acceptable		Strongly Disagree
1	2	3	4	5

- b) The Board is effective at strategic thinking and identifying and adapting strategies as necessary.

Strongly Agree		Acceptable		Strongly Disagree
1	2	3	4	5

- c) Strategies / plans are effective in accomplishing the vision and mandate.

Strongly Agree		Acceptable		Strongly Disagree
1	2	3	4	5

- d) Plans and initiatives demonstrate value for money and a prudent use of public funds.

Strongly Agree		Acceptable		Strongly Disagree
1	2	3	4	5

- e) The Board is effective at solving problems and leveraging opportunities.

Strongly Agree		Acceptable		Strongly Disagree
1	2	3	4	5

2. IMPACT / INFLUENCE

Impact / influence is the ability to influence, persuade or convince others to adopt a specific course of action impacting plans, priorities, processes, practices and people. Influence is achieved through effective communication and reasoned judgement to build support, agreement or commitment to a specific course of action.

- a) There is open, productive yet probing discussion among Board members.

Strongly Agree		Acceptable		Strongly Disagree
1	2	3	4	5

- b) Critical points are deliberated to determine a sound course of action to come to a consensus decision.

Strongly Agree		Acceptable		Strongly Disagree
1	2	3	4	5

- c) Members are able to articulate different points of view.

Strongly Agree		Acceptable		Strongly Disagree
1	2	3	4	5

8. MANAGING FOR RESULTS

Managing for results is the ability to plan for and achieve measurable results and reach successful outcomes at an individual, agency and community level. It involves a steady focus on desired outcomes, setting challenging goals, making difficult decisions, and anticipating and addressing potential obstacles or conflicts to achieve excellence in results.

- a) There is an effective relationship with agency management.
- | | | | | |
|----------------|---|------------|---|-------------------|
| Strongly Agree | | Acceptable | | Strongly Disagree |
| 1 | 2 | 3 | 4 | 5 |
- b) The Board provides consistent and clear direction to management.
- | | | | | |
|----------------|---|------------|---|-------------------|
| Strongly Agree | | Acceptable | | Strongly Disagree |
| 1 | 2 | 3 | 4 | 5 |
- c) Directions of the Board are effectively communicated and carried through by management.
- | | | | | |
|----------------|---|------------|---|-------------------|
| Strongly Agree | | Acceptable | | Strongly Disagree |
| 1 | 2 | 3 | 4 | 5 |
- d) Board members are encouraged to engage in continuous learning and development.
- | | | | | |
|----------------|---|------------|---|-------------------|
| Strongly Agree | | Acceptable | | Strongly Disagree |
| 1 | 2 | 3 | 4 | 5 |
- e) The agency has a positive image / reputation among its partners / alliances / stakeholders and the public.
- | | | | | |
|----------------|---|------------|---|-------------------|
| Strongly Agree | | Acceptable | | Strongly Disagree |
| 1 | 2 | 3 | 4 | 5 |
- f) The Board uses the evaluation of how well it is performing to address shortcomings.
- | | | | | |
|----------------|---|------------|---|-------------------|
| Strongly Agree | | Acceptable | | Strongly Disagree |
| 1 | 2 | 3 | 4 | 5 |
- g) The Board provides effective oversight to ensure that the agency delivers on its mandate and meets its responsibilities to the public.
- | | | | | |
|----------------|---|------------|---|-------------------|
| Strongly Agree | | Acceptable | | Strongly Disagree |
| 1 | 2 | 3 | 4 | 5 |
- h) Successes and excellence in contribution are recognized.
- | | | | | |
|----------------|---|------------|---|-------------------|
| Strongly Agree | | Acceptable | | Strongly Disagree |
| 1 | 2 | 3 | 4 | 5 |

SUMMARY

Areas of Board Excellence:

Areas Where the Board Could Do Better:

Suggestions for Improvement:

Name

Date

Board Action Plan

Change Identified	Action	Timeframe	Who's Involved
Stewardship			
Impact / Influence			
Teamwork / Collaboration			
Integrity / Ethics / Values			

Change Identified	Action	Timeframe	Who's Involved
Professional Awareness			
Agency Governance			
Leadership Competencies			
Strategic Leadership			
Managing for Results			

