Board Self-Evaluation Questionnaire

A Tool for Improving the Governance Practices of Non-Profit Organizations

Name _________________________________  For period from _______ to _______

(optional)
# Board Self Evaluation Questionnaire

Questions should be answered by all board members. 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 or 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 reflect 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 committees)  
   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.  

   ________________________________  
   1  2  3  4  5

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

☐ Excellent (30-24) ☐ Satisfactory (23-19) ☐ Poor (18- 6)
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).*

1. As board members we are aware of what is expected of us.  
   Circle the response: 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.  
   Circle the response: 1 2 3 4 5

3. It seems like most board members come to meetings prepared.  
   Circle the response: 1 2 3 4 5

4. We receive written reports to the board in advance of our meetings.  
   Circle the response: 1 2 3 4 5

5. All board members participate in important board discussions.  
   Circle the response: 1 2 3 4 5

6. We do a good job encouraging and dealing with different points of view.  
   Circle the response: 1 2 3 4 5

7. We all support the decisions we make.  
   Circle the response: 1 2 3 4 5

8. The board assesses its composition and strengths in advance of recruiting new board members.  
   Circle the response: 1 2 3 4 5

9. The board assumes much of the responsibility for director recruitment and orientation  
   Circle the response: 1 2 3 4 5

10. Board members have some interaction with external stakeholders at board meetings (e.g. as guests) or between meetings  
    Circle the response: 1 2 3 4 5

11. Our board meetings are always interesting.  
    Circle the response: 1 2 3 4 5

12. Our board meetings are frequently fun.  
    Circle the response: 1 2 3 4 5

*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 Executive Director

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 executive director’s begins.  
   1  2  3  4  5

2. There is good two-way communication between the board and the executive director.  
   1  2  3  4  5

3. The board trusts the judgment of the executive director  
   1  2  3  4  5

4. The board provides direction to the executive director 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 executive director  
   1  2  3  4  5

7. The board, or a committee of the board, has formally evaluated the executive director within the past 12 months.  
   1  2  3  4  5

8. The board evaluates the executive director 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 executive director on a regular basis.  
   1  2  3  4  5

10. The board ensures that the executive Director is able to take advantage of professional development opportunities.  
    1  2  3  4  5

11. ___________________________________________  
    1  2  3  4  5

*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 had 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

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 has 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
12. ________________________________  1  2  3  4  5

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

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