



# 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

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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 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 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.  | 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.        | 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.   | 1 | 2 | 3 | 4 | 5 |
| 5. All board members participate in important board discussions.   | 1 | 2 | 3 | 4 | 5 |
| 6. We do a good 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 much of the responsibility for director recruitment and orientation                                 | 1 | 2 | 3 | 4 | 5 |
| 10. Board members have some interaction 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 |

*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 |

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|---|---|---|---|---|---|
| 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)