



# Board Self-Evaluation Questionnaire

A Tool for Improving Governance Practice  
For Voluntary and Community Organizations

Name \_\_\_\_\_ For period from \_\_\_\_\_ to \_\_\_\_\_  
(optional)

Non-Profit Sector Leadership Program  
College of Continuing Education

VERSION II



# 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 version 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 has a three to five-year strategic plan or a set of clear long range goals and priorities.                                   | 1 | 2 | 3 | 4 | 5 |
| 2. The board's meeting agenda clearly reflects our strategic plan or priorities.                                                                 | 1 | 2 | 3 | 4 | 5 |
| 3. The board has insured that the organization also has a one-year operational or business plan.                                                 | 1 | 2 | 3 | 4 | 5 |
| 4. The board gives direction to staff on how to achieve the goals primarily by setting or referring to policies.                                 | 1 | 2 | 3 | 4 | 5 |
| 5. The board ensures that the organization's accomplishments and challenges are communicated to members and stakeholders.                        | 1 | 2 | 3 | 4 | 5 |
| 6. The board has ensured that members and stakeholders have received reports on how our organization has used its financial and human resources. | 1 | 2 | 3 | 4 | 5 |
| 7. _____                                                                                                                                         | 1 | 2 | 3 | 4 | 5 |

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

- ☐ Excellent (28+)  
 ☐ Very Good (20-27)  
 ☐ Good (15-19)  
 ☐ Satisfactory (12-18)  
 ☐ Poor (7-11)

**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. Board members are aware of what is expected of them.                                                          | 1 | 2 | 3 | 4 | 5 |
| 2. The agenda of board meetings is 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 has taken responsibility for recruiting new board members.                                          | 1 | 2 | 3 | 4 | 5 |
| 9. The board has planned and led the orientation process for new board members.                                  | 1 | 2 | 3 | 4 | 5 |
| 10. The board has a plan for director education and further board development.                                   | 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:

- ☐ Excellent (50+)  
 ☐ Very Good (40-49)  
 ☐ Good (30-49)  
☐ Satisfactory (20-29)  
 ☐ Poor (10-19)

### **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 of 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                                                                                                                | 2 | 3 | 4 | 5 |   |
| 4. The Board provides direction to the Executive Director by setting new policies or clarifying existing ones.                                                            | 1 | 2 | 3 | 4 | 5 |
| 5. The board has discussed as communicated the kinds of information and level of detail it requires from the Executive Director on what is happening in the organization. | 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:**

- ☐ Excellent (45+)  
 ☐ Very Good (39-44)  
 ☐ Good (29-38)  
☐ Satisfactory (20-28)  
 ☐ Poor (11-19)

**D. Performance of Individual Board Members (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:

- ☐ Excellent (55+)  
 ☐ Very Good (45-54)  
 ☐ Good (32-44)  
 ☐ Satisfactory (20-31)  
 ☐ Poor (13-19)

**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 board has discussed the role and responsibilities of the Chair.                                    | 1 | 2 | 3 | 4 | 5 |
| 2. The Chair is well prepared for board meetings.                                                         | 1 | 2 | 3 | 4 | 5 |
| 3. The Chair helps the board to stick to the agenda.                                                      | 1 | 2 | 3 | 4 | 5 |
| 4. The Chair ensures that every board member has an opportunity to be heard.                              | 1 | 2 | 3 | 4 | 5 |
| 5. The Chair is skilled at managing different points of view.                                             | 1 | 2 | 3 | 4 | 5 |
| 6. The Chair can be tough on us as a group when we get out-of-line.                                       | 1 | 2 | 3 | 4 | 5 |
| 7. The Chair knows how to be direct with an individual board member when their behaviour needs to change. | 1 | 2 | 3 | 4 | 5 |
| 8. The Chair helps the board work well together.                                                          | 1 | 2 | 3 | 4 | 5 |
| 9. The Chair demonstrates good listening skills.                                                          | 1 | 2 | 3 | 4 | 5 |
| 10. The board supports the Chair.                                                                         | 1 | 2 | 3 | 4 | 5 |
| 11. The Chair is effective in delegating responsibility amongst board members.                            | 1 | 2 | 3 | 4 | 5 |
| 12. _____                                                                                                 | 1 | 2 | 3 | 4 | 5 |

**My overall rating:**

- ☐ Excellent (45+)  
 ☐ Very Good (35-44)  
 ☐ Good (25-34)  
☐ Satisfactory (20-33)  
☐ Poor (11-19)