

TOOL 15c) AESSING THE BOARD'S PERFORMANCE

Annual

Board of Directors

Assessment Process and Guidelines

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Purpose

The purpose of the annual Board of Directors' Evaluation process is to provide the opportunity to the elected officials to ensure that they are operating appropriately as members of the Board in two ways:

1. By assessing the Board's overall performance; and
2. By evaluating their own performance

Process

1. At a pre-determined time on a yearly basis [e.g. November] each Director responds on line or in writing to:
 - The Board Evaluation Questionnaire; and
 - The Director Evaluation Questionnaire.
2. Directors will forward their completed questionnaires to the Chair, for compilation.
3. The Chair will review the Director Evaluations, perform interviews as required with any of the Directors and prepare a objective report on actions to take, if and as necessary, based on the information provided by Board members complete the exercise by the December Board meeting.
4. Based on the results of both the Board Evaluation and the Directors' evaluation for Board presentation, the Chair may:
 - Study and approve changes to any of the governance features of the EFO;
 - Decide to integrate the evaluation findings into other documents, such as the annual Business Plan or a special project to address an emerging issue;
 - Choose any action aimed at correcting a gap in Board performance, e.g. training and development.

This will become an official Board document issued on a yearly basis and will be reported on, if and as required, at the December Board meeting.

5. The Chair and Executive Committee will track the content of the evaluations throughout the planning year, in order to close the loop on the evaluation information and link to the next evaluation cycle.
6. The entire process will be evaluated yearly by the Board, to ensure its pertinence and to ensure continuous improvement.

Confidentiality and Privacy of Information

1. Any and all information collected will be held in confidential files with access limited to the accountable officers, i.e. the Chair and Vice Chair.

Part 1: Board Assessment Questionnaire

Board Focus	How I rate the Board...	Improvements I recommend...
1. The Board understands the organization's mission, vision and key result areas and makes use of the Business Plan as the standard on which decisions are made	1 2 3 4 5 6 7 8 9 10	
2. The Board has installed the most appropriate governance features, structure, policies and rules of engagement	1 2 3 4 5 6 7 8 9 10	
3. The Board understands its strategic role, focuses on outcomes and avoids getting into operational detail	1 2 3 4 5 6 7 8 9 10	
4. The Board receives adequate training in the skills it needs to govern effectively	1 2 3 4 5 6 7 8 9 10	
5. Board members communicate effectively among themselves, with staff and with stakeholders	1 2 3 4 5 6 7 8 9 10	
6. The Board operates and interacts positively and effectively as a group in meetings	1 2 3 4 5 6 7 8 9 10	
7. The Chair of the Board provides direction and strategic leadership while respecting the views of Directors	1 2 3 4 5 6 7 8 9 10	
8. The Executive Committee operates effectively as a short stop for Board	1 2 3 4 5 6 7 8 9 10	

Board Focus	How I rate the Board...	Improvements I recommend...
issues		
9. The current committee structure operates effectively to meet the needs of the Board and its farmer members	1 2 3 4 5 6 7 8 9 10	
10. Board meetings are well-organized, effective, deal with policy issues and are frequent enough to take care of business	1 2 3 4 5 6 7 8 9 10	
11. The Board understands clearly its relationship with the senior-most staff member	1 2 3 4 5 6 7 8 9 10	
12. The Board truly represents its constituency equally and effectively	1 2 3 4 5 6 7 8 9 10	
13. The Board researches and acts upon the needs of the constituents it represents	1 2 3 4 5 6 7 8 9 10	
14. The Board relates well to its industry partners to advance the interests of the organization	1 2 3 4 5 6 7 8 9 10	
15. Overall, the Board is performing well	1 2 3 4 5 6 7 8 9 10	

In addition to my responses, I would also like to add this narrative:

In the next Board Evaluation Cycle, I would like to see the following changes made to the Board Evaluation process:

Part 2: Director Assessment Questionnaire

Director Focus	How I rate myself...	What I need in order to improve...
1. I understand the organization's mission, vision and key result areas and I make use of the Business Plan as the standard on which decisions are made	1 2 3 4 5 6 7 8 9 10	
2. I understand the organization's governance features, re. structure, policies and rules of engagement	1 2 3 4 5 6 7 8 9 10	
3. I understand my role, focus on strategic outcomes and avoid getting into operational detail	1 2 3 4 5 6 7 8 9 10	
4. I believe I have the skills I need to govern effectively	1 2 3 4 5 6 7 8 9 10	
5. I communicate effectively with my fellow Board members, staff and stakeholders	1 2 3 4 5 6 7 8 9 10	
6. I operate and interact positively and effectively as part of the directors group in and out of Board meetings	1 2 3 4 5 6 7 8 9 10	
7. I respect the leadership of the Chair of the Board	1 2 3 4 5 6 7 8 9 10	
8. I feel that I contribute fully and effectively to Board policy discussions	1 2 3 4 5 6 7 8 9 10	
9. I operate actively and effectively as a Committee member	1 2 3 4 5 6 7 8 9 10	
10. I never miss a Board meeting unless it is an absolute necessity	1 2 3 4 5 6 7 8 9 10	
11. I understand clearly the Board's relationship with the senior most staff member	1 2 3 4 5 6 7 8 9 10	
12. I feel that I truly represent the views and needs of my constituency	1 2 3 4 5 6 7 8 9 10	
13. I also seek out and bring to the	1 2 3 4 5 6 7 8 9 10	

Director Focus	How I rate myself...	What I need in order to improve...
Board the needs of the constituency		
14. I relate well with the industry partners that I come into contact with, for the benefit of our organization	1 2 3 4 5 6 7 8 9 10	
15. Overall, I believe that I am performing well as a member of the Board	1 2 3 4 5 6 7 8 9 10	

In addition to my responses, I would also like to add this narrative:

In the next Board Evaluation Cycle, I would like to see the following changes made to the Director’s Evaluation process: