Board of Directors: Self-Evaluation Tool

What are the benefits of evaluation?

- Evaluation provides a chance for the board to reflect on its strengths and weaknesses,
- Individual directors get a chance to share their perceptions of how the board functions,
- Evaluations are a good way to monitor the progress towards goals, and
- Evaluation helps set priorities for future work.

This Self-Evaluation Tool is designed to help you review the performance of your *board as a whole*. It is a quick and simple way to find out how well you are meeting your responsibilities. The answers are a starting place for setting new priorities and improving board functioning.

Evaluating yourselves individually as directors can also be a useful exercise and lead to better performance. Use the questions on page 87 of the Co-op Housing Bookstore's *Board of Directors* manual.

How often?

It is important that the board evaluate its performance on a regular basis. Most evaluations are completed once a year, usually prior to year-end.

It is also helpful to survey individual directors if they leave the board before the end of their term.

What should the board do with this tool?

- Decide when to complete the evaluation,
- Include this task in your annual calendar of board activities,
- Have a short discussion about the value of assessing the performance of the board,
- Have all directors complete the Self-Assessment Tool,
- Delegate a director(s) or staff person to compile the results of the survey,
- Review the results,
- Develop a follow-up plan, including areas of change and future priorities,
- Celebrate your strengths and accomplishments.

Board of Directors
Self-evaluation Tool

Director Name: _____

Board Operations	Yes	No
1. Does your board understand it roles and responsibilities?		
2. Does the board meet on a regular basis?		
3. Do scheduled meetings take place with quorum?		
4. Do most directors attend each meeting?		
5. Do directors receive a board package before each meeting?		
6. Does the board package contain the information needed to make decisions?		
7. Does the board package arrive in enough time for directors to read it before the meeting?		
8. Do directors come to meetings prepared?		
9. Does the chair move the board through the agenda and help it make decisions?		
10. Does the board reach agreement on issues without endless debate?		
11. Do minutes provide a clear record of board policies and discussions?		
Total:		

Training	Yes	No
1. Do directors receive annual board and financial management training?		
2. Does the board arrange other training for committee members, the general membership and staff?		
3. Is an orientation provided for directors who join the board mid-term?		
4. What training would improve the board's functioning?		
Total:		

Teamwork and Leadership	Yes	No
1. Do directors sign an ethical conduct agreement?		
2. Is the agreement enforced?		
3. Does the board hold an annual planning meeting?		
4. Is the plan reviewed regularly?		
5. Does the co-op have a conflict resolution procedure?		
6. Is it effective?		
7. Are board discussions open and candid?		
8. Are individual directors encouraged to express their opinions?		
9. Are all opinions considered when making policies or decisions?		
10. Does each director do his or her share of board work?		
Total:		

Governance and Accountability	Yes	No
1. Are there clear job descriptions for the board and committees?		
2. Are they revised as needed?		
3. Is there regular communication between the board and committees?		
4. Is there regular communication between the board and staff/management?		
5. Does the board seek input from members?		
6. Is there a plan for recruiting new directors?		
7. Does the board move to fill policy gaps or revise policies as needed?		
Total:		

Financial Management	Yes	No
1. Does the board have clear financial policies, including spending and arrears policies?		
2. Are they revised as needed?		
3. Does the board receive a regular monthly financial report?		
4. Does the board review the report and use it to make decisions?		
5. Is the board involved in the annual budget process?		
Total:		

Maintenance	Yes	No
1. Does the board ensure unit inspections are done annually?		
2. Does the board ensure the co-op has an annual maintenance plan?		
3. Does the board review progress on the plan on a quarterly basis?		
4. Does the co-op have a replacement reserve plan?		
5. Is the plan updated at least once every three years?		
Total:		

Board-management relations	Yes	No
1. Is there a clear job description and schedule of services for staff/management? Is there a clear distinction between the role of staff/management and the board? Does the staff/management have the authority to carry out their job?		
2. Is the board receiving the right services from its staff/management?		
3. Should other co-op tasks be done by staff/management? If so, what?		
4. Is there a procedure for review and compensation of staff/management?		
5. Does the review take place each year?		
6. Does the review include a review of the staff/management's job description?		
7. Does the board and staff/management work effectively together?		
Total:		