



# ***BOARD PERFORMANCE SURVEY***

INSTRUCTIONS: This questionnaire is part of a survey to assess the performance and practices of your board and to uncover areas of concern so that we can make improvements and solve any problems that might exist. Your cooperation is appreciated. Please complete the questionnaire carefully and thoughtfully. Inside you will find listed, several statements about boards. You are asked to make two evaluations for each item. **First, in the left-hand column**, you are asked to assess

the "*Importance*" of the item to the success of your board. Record your assessment of each item by circling (○) or placing an (X) on the appropriate response on the five-point scale. **Then, in the right hand column**, you are asked to assess the performance of the board using a numerical rating from 1 to 5 indicating the degree to which the statement is true of your board. The meanings for each response is indicated at the top of the column.

## **BASIC INFORMATION**

ORGANIZATION: \_\_\_\_\_  
GROUP: board member \_\_\_\_ staff person \_\_\_\_ other \_\_\_\_



SEQUUS

LEFT SIDE: <b>how important is it?</b>	RIGHT SIDE: <b>how are we doing?</b>
5 = essential for success	5 = we always do this
4 = should do if possible	4 = this this is our goal and it often happens
3 = nice to try, but not essential	3 = we try hard but often fail
2 = not important	2 = we rarely do
1.= not desirable	1.= we never do this

<i>importance to us</i>	<b>QUESTIONNAIRE ITEM</b>	<i>how are we doing?</i>
1 2 3 4 5	1. Attendance and participation in board meetings is high.	1 2 3 4 5
1 2 3 4 5	2. We have a planned approach to recruiting new board members.	1 2 3 4 5
1 2 3 4 5	3. New board members receive a formal orientation to the organization and their responsibilities as board members.	1 2 3 4 5
1 2 3 4 5	4. The organization's by-laws are complete, clear and up-to-date concerning the organization's purpose, board structure and functioning.	1 2 3 4 5
1 2 3 4 5	5. The board has few standing committees and many short term, ad hoc task teams.	1 2 3 4 5
1 2 3 4 5	6. Our board meetings are productive and effective.	1 2 3 4 5
1 2 3 4 5	7. Our board discussions are open, honest, and balanced. We respect divergent opinions.	1 2 3 4 5
1 2 3 4 5	8. We have an orderly problem-solving, decision-making process.	1 2 3 4 5
1 2 3 4 5	9. There is openness, trust and mutual respect between board and staff.	1 2 3 4 5
1 2 3 4 5	10.The board makes a formal, annual appraisal of the chief executive officer.	1 2 3 4 5
1 2 3 4 5	11.The board has an on-going process for examining significant internal and external trends affecting the organization.	1 2 3 4 5
1 2 3 4 5	12.The Board conducts regular, thorough and effective assessment of financial results against budget.	1 2 3 4 5
1 2 3 4 5	13.All Board Members make an annual financial contribution to the organization.	1 2 3 4 5

<i>importance to us</i>	<b>QUESTIONNAIRE ITEM</b>	<i>how are we doing?</i>
1 2 3 4 5	14. Media new releases spotlight the contribution of Board Members to the organization.	1 2 3 4 5
1 2 3 4 5	15. Board membership is balanced and diverse in terms of gender, age, skill, expertise, representation, etc..	1 2 3 4 5
1 2 3 4 5	16. There is a Board Member job description or clearly written statement of the duties and responsibilities of Board Members.	1 2 3 4 5
1 2 3 4 5	17. There is regular identification of Board Member training needs and a program of Board Member training that is carried out throughout the year.	1 2 3 4 5
1 2 3 4 5	18. There is a specified limit to how long a Board Member can serve. Turnover is encouraged.	1 2 3 4 5
1 2 3 4 5	19. Committee responsibilities and assignments are defined in writing and supplied to all members.	1 2 3 4 5
1 2 3 4 5	20. Board meetings start and end on time.	1 2 3 4 5
1 2 3 4 5	21. Board leadership is spread widely and not restricted to one person or a small group.	1 2 3 4 5
1 2 3 4 5	22. Board Members receive all information (positive and negative) needed to make appropriate decisions.	1 2 3 4 5
1 2 3 4 5	23. Board Members rarely get involved in operational or administrative matters which should be the responsibility of staff.	1 2 3 4 5
1 2 3 4 5	24. The Board keeps up with what related organizations are doing and collaborates and shares resources whenever possible.	1 2 3 4 5
1 2 3 4 5	25. The Board develops a long range strategic plan with a clear sense of purpose, overall direction, goals, and priorities.	1 2 3 4 5
1 2 3 4 5	26. Financial reports and statements are understood by all Board Members.	1 2 3 4 5
1 2 3 4 5	27. The Board has a plan to ensure it has adequate financial and other resources to achieve its goals.	1 2 3 4 5
1 2 3 4 5	28. There is a plan to promote effective Board Member to positions of greater responsibility and authority.	1 2 3 4 5
1 2 3 4 5	29. New Board Members are selected on the basis of qualifications to fill needed roles.	1 2 3 4 5
1 2 3 4 5	30. Prospective new Board Members are normally recruited on a face-to-face basis by a team of peers.	1 2 3 4 5
1 2 3 4 5	31. Live participant reports and program demonstrations are frequently on the agenda of Board meetings.	1 2 3 4 5
1 2 3 4 5	32. Our Board meets at least six times a year.	1 2 3 4 5
1 2 3 4 5	33. We have active committees. The full Board rarely has to do all of the work.	1 2 3 4 5
1 2 3 4 5	34. Routine matters that require action but little discussion at Board meetings are handled quickly and efficiently.	1 2 3 4 5

<i>importance to us</i>	<b>QUESTIONNAIRE ITEM</b>	<i>how are we doing?</i>
1 2 3 4 5	35. Communication among Board Members is good. We really listen to each other.	1 2 3 4 5
1 2 3 4 5	36. Important issues are dealt with by the Board rather than ignored or dealt with outside of the Board.	1 2 3 4 5
1 2 3 4 5	37. The difference between what roles and responsibilities belong to the Board and what belongs to the Staff is very clear.	1 2 3 4 5
1 2 3 4 5	38. Board Members function as active, vocal supporters of the organization and do not leave this task to staff.	1 2 3 4 5
1 2 3 4 5	39. The Board systematically reviews the organization's performance in relation to its plans.	1 2 3 4 5
1 2 3 4 5	40. The Board takes full responsibility for ensuring that the organization maintains a fiscally solvent financial condition.	1 2 3 4 5
1 2 3 4 5	41. The Board is active in the design and implementation of a comprehensive fund-raising and/or financial development program for the organization.	1 2 3 4 5
1 2 3 4 5	42. We work hard to recognize the individual contribution of Board Members.	1 2 3 4 5
1 2 3 4 5	43. We have very few inactive, non-contributing Board Members compared to other organizations.	1 2 3 4 5
1 2 3 4 5	44. We make the time commitment requirements of board membership clear to prospective new Board Members.	1 2 3 4 5
1 2 3 4 5	45. There is an up-to-date and complete Board Member's Manual which is given to all Members.	1 2 3 4 5
1 2 3 4 5	46. Board Members fully understand the personal liabilities and legal responsibilities that go with board membership.	1 2 3 4 5
1 2 3 4 5	47. Attendance at committee meetings is good and everyone contributes to the work of the committee.	1 2 3 4 5
1 2 3 4 5	48. Board meeting time is primarily devoted to policy matters, strategic issues, and performance review. Little time is spent listening to reports.	1 2 3 4 5
1 2 3 4 5	49. Our Board work is efficient. We build on previous work.	1 2 3 4 5
1 2 3 4 5	50. Our Board is not a "rubber stamp" for the work of staff or a small group of "insiders".	1 2 3 4 5
1 2 3 4 5	51. Staff do not make policy, the Board does.	1 2 3 4 5
1 2 3 4 5	52. The Board assesses its own performance and procedures periodically and makes improvements when necessary.	1 2 3 4 5
1 2 3 4 5	53. The Board approves and is aware of the organization's short term objectives and priorities.	1 2 3 4 5
1 2 3 4 5	54. A financial audit of the organization is conducted on an annual basis.	1 2 3 4 5

<i>importance to us</i>	<b>QUESTIONNAIRE ITEM</b>	<i>how are we doing?</i>
1 2 3 4 5	55. Most Board Members consider fund-raising to be a board responsibility.	1 2 3 4 5
1 2 3 4 5	56. Board Member accomplishments are regularly highlighted in the organization's publications .	1 2 3 4 5
1 2 3 4 5	57. Our Board provides strong and effective leadership for the organization.	1 2 3 4 5
1 2 3 4 5	58. Special training is provided to those who recruit new Board Members.	1 2 3 4 5
1 2 3 4 5	59. Generally our Board Members take advantage of external training opportunities.	1 2 3 4 5
1 2 3 4 5	60. Our Board is about the right size, not too big, not too small.	1 2 3 4 5
1 2 3 4 5	61. We often make use of temporary teams or ad hoc groups to accomplish an important task.	1 2 3 4 5
1 2 3 4 5	62. Agendas and adequate preparatory materials are sent out prior to each meeting of the Board.	1 2 3 4 5
1 2 3 4 5	63. We make full use of the special talents and skills of each Board Member.	1 2 3 4 5
1 2 3 4 5	64. We rarely have to rely on 'rules of order' to make decisions.	1 2 3 4 5
1 2 3 4 5	65. The relationship between the Board Chairperson and the top staff person is positive, open and based on trust.	1 2 3 4 5
1 2 3 4 5	66. The Board assumes sole responsibility for determining policy	1 2 3 4 5
1 2 3 4 5	67. The budgeting is directly related to the strategic direction, long term goals and short term objectives	1 2 3 4 5
1 2 3 4 5	68. There is a financial committee of the Board that closely monitors and reviews all fiscal matters	1 2 3 4 5
1 2 3 4 5	69. The Board gives leadership to and actively participates in organizational fund raising.	1 2 3 4 5
1 2 3 4 5	70. Board members are regularly recognized and appreciated for their contributions to the success of the organization	1 2 3 4 5

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