**Board Self Assessment – Tool #7**

1. One of the board's fundamental roles is setting direction for the agency. This begins with the board's responsibility for establishing the mission and values and defining a vision of the future. A mission statement is a concise expression of what the agency is trying to achieve and for whose benefit. This statement serves as the foundation for making decisions. The board, working closely with the executive director should review periodically.

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| Please rate the BON/agency's performance in: | Poor or needs improvement | Fair or marginal | OK or acceptable | Good or above average | Excellent or superior |
| Supporting the BON/agency's mission |  |  |  |  |  |
| Agreeing on how the BON/agency should fulfill its mission |  |  |  |  |  |
| Periodically reviewing the mission to ensure it is appropriate |  |  |  |  |  |
| Using the BON/agency's mission and values to drive decisions |  |  |  |  |  |

How can the BON/agency do better in this area?: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

2. To carry out its role in setting direction, the board should be actively involved in strategic planning and thinking. Then, it monitors progress against that plan. The board also needs to understand its clients and stakeholders, as well as the internal and external operating environments, so that it can respond appropriately as opportunities and challenges arise. The board focuses its efforts primarily on strategic issues, rather than operational and administrative matters.

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| Please rate the BON/agency's performance in: | Poor or needs improvement | Fair or marginal | OK or acceptable | Good or above average | Excellent or superior |
| Setting the BON/agency's strategic direction - in partnership with the executive director |  |  |  |  |  |
| Focusing regularly on strategic and policy issues versus operational issues |  |  |  |  |  |
| Understanding the needs of the agency's members and stakeholders |  |  |  |  |  |
| Assessing and responding to changes in the BON/agency's environment |  |  |  |  |  |
| Engaging in an effective strategic planning process |  |  |  |  |  |
| Tracking progress toward meeting the BON’s strategic goals |  |  |  |  |  |

How can the BON/agency do better in this area?: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

3. The BON/agency is responsible for developing public policy and advocating on behalf of the agency and its members. An BON/agency's government relations activities may include monitoring regulations and legislation. The advocacy program may include written and visual communications pieces such as annual reports, newsletters, fact sheets, press releases, Web pages, and participation in agency events.

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| Please rate the BON/agency's performance in: | Poor or needs improvement | Fair or marginal | OK or acceptable | Good or above average | Excellent or superior |
| Building a positive public image of the BON/agency |  |  |  |  |  |
| Networking to establish collaborations and partnerships with other organizations |  |  |  |  |  |
| Maintaining an open dialogue with the BON/agency's members related to public policy issues |  |  |  |  |  |
| Ensuring it has the information necessary to make decisions related to public policy and advocacy |  |  |  |  |  |
| Using an effective process to develop the BON/agency's public policy issues positions |  |  |  |  |  |
| Defining the role of board members related to advocacy and public policy activities e.g. who serves as the official spokesperson, access to media |  |  |  |  |  |

How can the BON/agency do better in this area?: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

4. An effective board is made up of individuals who contribute critically needed skills, experience, perspective, wisdom, contacts, time, and other resources to the board. The board to identifies and cultivate officers, orients and develops members to fulfill the board's responsibilities.

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| Please rate the BON/agency's performance in: | Poor or needs improvement | Fair or marginal | OK or acceptable | Good or above average | Excellent or superior |
| Orienting new board members |  |  |  |  |  |
| Providing ongoing board member development |  |  |  |  |  |
| Utilizing the skills and talents of individual board members |  |  |  |  |  |

How can the BON/agency do better in this area?: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

5. The BON/agency is responsible for deciding which resources support the mission, and for evaluating their effectiveness. The BON/agency works in collaboration with staff to understand the scope of the organization's resources, establish appropriate goals for quality and results, and monitor performance data.

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| Please rate the BON/agency's performance in: | Poor or needs improvement | Fair or marginal | OK or acceptable | Good or above average | Excellent or superior |
| Being knowledgeable about the BON/agency's resources and services |  |  |  |  |  |
| Ensuring the BON/agency receives sufficient information related to resources and services |  |  |  |  |  |
| Ensuring the organization has adequate infrastructure, such as staff, facilities, technologies and volunteers |  |  |  |  |  |
| BON/agency monitors the resources and services |  |  |  |  |  |
| Measuring the impact of resources and services |  |  |  |  |  |
| Tracking progress toward meeting theBON’s/agency's strategic goals |  |  |  |  |  |

How can the BON/agency do better in this area?: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

6. Boards are responsible for preserving an organization's resources, protecting its assets, and maintaining its legal and ethical integrity. Resources are managed wisely is especially important for a government agency because it operates in the public trust. The board monitors performance against the budget throughout the year.

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| Please rate the BON/agency's performance in: | Poor or needs improvement | Fair or marginal | OK or acceptable | Good or above average | Excellent or superior |
| The annual budget reflects the agency's priorities |  |  |  |  |  |
| Reviewing and understanding financial reports |  |  |  |  |  |
| Monitoring the BON/agency's financial health |  |  |  |  |  |
| The BON/agency has policies to manage risks (e.g. reserves, internal controls, personnel policies, emergency preparedness) |  |  |  |  |  |

How can the BON/agency do better in this area?: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

7. The primary BON/agency-staff relationship is between the BON/agency and the EO, and the quality of this relationship is of the utmost importance. To be effective, the BON/agency and EO need a close working relationship based on mutual trust and an appreciation of their respective roles in leading the organization. As part of its responsibility for supervising the EO, the BON/agency ensures that a job description outlines duties, evaluates the EO annually and determines appropriate executive compensation.

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| Please rate the BON/agency's performance in: | Poor or needs improvement | Fair or marginal | OK or acceptable | Good or above average | Excellent or superior |
| Cultivating a climate of mutual trust and respect between the BON/agency and EO. |  |  |  |  |  |
| Giving the EO enough authority to lead the staff and manage the agency successfully. |  |  |  |  |  |
| Discussing and constructively challenging recommendations made by the EO |  |  |  |  |  |
| Formally assessing the EO's performance. |  |  |  |  |  |
| Using evidence to support that the EO is appropriately compensated. |  |  |  |  |  |
| Planning for the absence or departure of the EO (e.g. succession planning) |  |  |  |  |  |

How can the BON/agency do better in this area?: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

8. The BON/agency is responsible for making sure its own structures and practices fulfill its legal mandates and essential duties. This requires that the BON/agency has a clear understanding of its roles and an awareness of how these respective responsibilities may change as the organization evolves. The BON/agency also ensures that it is operating in accordance with the statues, rules and regulations and other BON/agency policies, which are reviewed and revised as necessary. The BON/agency organizes itself efficiently using committees and task forces that have written charges and capable leadership.

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| Please rate the BON/agency's performance in: | Poor or needs improvement | Fair or marginal | OK or acceptable | Good or above average | Excellent or superior |
| Carrying out the BON/agency's legal duties. |  |  |  |  |  |
| Defining responsibilities and setting expectations for board member performance |  |  |  |  |  |
| Respecting the distinct roles of the EO, BON/agency and staff |  |  |  |  |  |
| Implementing steps to improve governance and the performance of the BON/agency |  |  |  |  |  |
| Periodically reviewing and updating BON/agency policies, and procedures |  |  |  |  |  |
| Following and enforcing its conflict of interest policy |  |  |  |  |  |
| Reviewing its committee structure to ensure it supports the work of the BON/agency |  |  |  |  |  |
| Using standing committees and ad hoc task forces effectively |  |  |  |  |  |

How can the BON/agency do better in this area?: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

9. BONs/Agencies carry out much of their work in meetings. Meetings that are carefully structured and efficiently conducted will help board members feel that their time is well spent and that the BON/agency adds value to the organization. Effective BONs/agencies have meeting agendas that focus on important issues, allows for discussion and leads to action. To ensure efficiency, board members receive and review agendas and background materials prior to the meetings. To tap into the collective wisdom of the BON/agency, pay careful attention to boardroom culture, group dynamics and decision-making processes.

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| Please rate the BON/agency's performance in: | Poor or needs improvement | Fair or marginal | OK or acceptable | Good or above average | Excellent or superior |
| Fostering an environment that builds trust and respect among board members. |  |  |  |  |  |
| Establishing and enforcing policies related to board member attendance. |  |  |  |  |  |
| Preparing for board meetings (e.g. reading materials in advance, following up on assignments) |  |  |  |  |  |
| Using effective meeting practices, such as setting clear agendas, having good facilitation, and managing time well |  |  |  |  |  |
| Allowing adequate time for board members to ask questions and explore issues |  |  |  |  |  |
| Efficiently making decisions and taking action when needed |  |  |  |  |  |
| Understanding the need to base decisions on the collective good of the public |  |  |  |  |  |
| Engaging all board members in the work of the BON/Agency |  |  |  |  |  |

How can the BON/agency do better in this area?: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

What issues should occupy the BON/Agency's time and attention during the coming year? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

How can the BON/agency's performance and practices be improved in the next year or two? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

What other comments or suggestions would you like to offer? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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| Please rate the BON/agency's performance in: | Poor or needs improvement | Fair or marginal | OK or acceptable | Good or above average | Excellent or superior |
| The level of commitment and involvement demonstrated by board members. |  |  |  |  |  |
| The overall effectiveness of the BON/agency. |  |  |  |  |  |
| Do you find serving on this board to be rewarding and satisfying experience? |  |  |  |  |  |