

## Board Assessment Tool: Example 2

**Intended for:** Boards seeking to assess their own performance.

**Objective:** Examine both performance and priority of board activities.

**Time Required:** 30-60 minutes

**Comments:** Board members can complete individually or discuss as group. Works well with a facilitator.

PRESENT PERFORMANCE						SIGNIFICANCE					
For each item, circle one number on the left-hand side of the page to indicate your assessment of the level of effectiveness with which the board is presently carrying out that activity.						For each item, circle one number on the right-hand side of the page to indicate your assessment of the relative importance of this activity in contributing to the board's overall effectiveness.					
Ratings used are: 1 - Very low 2 - Low 3 - Satisfactory 4 - High 5 - Very high						Ratings used are: 1 - Not significant 2 - Low significance 3 - Moderate significance 4 - High significance 5 - Very high significance					
A. Governance											
1	2	3	4	5	1. The board meets in a suitable room, with adequate facilities for visitors.	1	2	3	4	5	
1	2	3	4	5	2. Board members come to meetings familiar with the agenda, backup reports and other materials.	1	2	3	4	5	
1	2	3	4	5	3. Except when unavoidable, late items are not added to the agenda after it has been circulated to board members.	1	2	3	4	5	
1	2	3	4	5	4. The board selects its chair on the basis of the ability to provide leadership, to conduct meetings and to participate effectively in all aspects of board activity.	1	2	3	4	5	
1	2	3	4	5	5. The chair ensures that meetings proceed in a business-like manner, while allowing opportunity for full discussion.	1	2	3	4	5	
1	2	3	4	5	6. The board refers business that requires prolonged or detailed study to the manager or to a committee for review and recommendations.	1	2	3	4	5	
1	2	3	4	5	7. The board avoids voting cliques and does not allow personal conflict to affect its actions, but reaches decisions solely on the merits of the issue.	1	2	3	4	5	
1	2	3	4	5	8. Board members abide by board decisions and do not make individual decisions or commitments on the board's behalf.	1	2	3	4	5	
1	2	3	4	5	9. The board develops objectives and priorities to enable it to attain its goals.	1	2	3	4	5	
1	2	3	4	5	10. The board seeks input from staff and community in establishing policies, goals and objectives.	1	2	3	4	5	
1	2	3	4	5	11. The board has an ongoing procedure for the review and revision of its goals, objectives and policies.	1	2	3	4	5	
1	2	3	4	5	12. Individual members of the board treat other members and the staff with respect.	1	2	3	4	5	
1	2	3	4	5	13. Board members pursue opportunities for further training in effective boardsmanship.	1	2	3	4	5	

1	2	3	4	5	14. New board members have opportunities for systematic orientation to their responsibilities and to board policies and operating procedures.	1	2	3	4	5
1	2	3	4	5	15. The board focuses its efforts primarily on the development of policy and relies on staff to implement board policies.	1	2	3	4	5

B. Liaison and Communication										
1	2	3	4	5	1. Agenda of board meetings are issued in advance of the meetings.	1	2	3	4	5
1	2	3	4	5	2. There is an established procedure whereby members of the public may speak regarding items, on or not on the agenda, at board meetings.	1	2	3	4	5
1	2	3	4	5	3. The board advises individuals or groups who have made presentations of any decisions made concerning their presentations and gives reasons for its decisions.	1	2	3	4	5
1	2	3	4	5	4. A summary of important business conducted at each board meeting is circulated to staff and the media.	1	2	3	4	5
1	2	3	4	5	5. The minutes of open regular and special board meetings are available to staff and the public.	1	2	3	4	5
1	2	3	4	5	6. Members of the board take specific actions to secure maximum support for a good district program.	1	2	3	4	5
1	2	3	4	5	7. The board informs citizens regarding matters of vital concern to them, through such means as advertisements in the press and letters to the editor.	1	2	3	4	5
1	2	3	4	5	8. There is an ongoing, planned program of information about district programs.	1	2	3	4	5
1	2	3	4	5	9. The board seeks others' opinions through surveys, public meetings, advisory committees or other appropriate means before making major policy decisions.	1	2	3	4	5
1	2	3	4	5	10. The board actively seeks to maintain positive working relationships between board members and district staff.	1	2	3	4	5
1	2	3	4	5	11. Board policy outlines a procedure by which the board deals with complaints.	1	2	3	4	5
1	2	3	4	5	12. The board communicates effectively with its manager and staff.	1	2	3	4	5
1	2	3	4	5	13. Copies of current board policies and administrative regulations are compiled and are available to all staff.	1	2	3	4	5
1	2	3	4	5	14. Members of the board attend district functions when feasible.	1	2	3	4	5

C. Personnel										
1	2	3	4	5	1. The board has a written procedure for dealing with employee concerns, complaints and grievances.	1	2	3	4	5
1	2	3	4	5	2. Board members try to become acquainted with as many of the district's employees as possible.	1	2	3	4	5
1	2	3	4	5	3. Board members do not allow personal friendships with district personnel to affect board decisions.	1	2	3	4	5
1	2	3	4	5	4. There is a climate of mutual respect and trust between the board and its staff.	1	2	3	4	5
1	2	3	4	5	5. Any board member criticism of a staff member is offered tactfully and privately to the manager.	1	2	3	4	5

1	2	3	4	5	6. The board provides its staff with encouragement and opportunities for growth through a program of in-service training and professional development.	1	2	3	4	5
1	2	3	4	5	7. There is a clear understanding of the board's expectations for the performance and personal qualities of the manager and other senior staff members.	1	2	3	4	5
1	2	3	4	5	8. The board is willing to defend staff members from unjust and unfounded criticism.	1	2	3	4	5

#### **D. Administration**

1	2	3	4	5	1. The board recognizes the manager as its chief executive officer and seeks his/her recommendations on all important matters.	1	2	3	4	5
1	2	3	4	5	2. The board delegates to the manager the responsibilities for administering board policy and implementing board decisions.	1	2	3	4	5
1	2	3	4	5	3. The board requires the manager and staff to establish performance objectives, periodically review progress and recommend new goals annually.	1	2	3	4	5
1	2	3	4	5	4. The board is well informed about district projects.	1	2	3	4	5
1	2	3	4	5	5. Individual board members and the board as a whole avoid dealing with matters related to day-to-day operation of the district.	1	2	3	4	5
1	2	3	4	5	6. The board requires that staff and committee recommendations clearly outline the options and alternative courses of action open to the board.	1	2	3	4	5

#### **E. Business Operations**

1	2	3	4	5	1. In preparing the annual budget, the board attempts to strike a reasonable balance between its financial resources and the need to provide a comprehensive district program.	1	2	3	4	5
1	2	3	4	5	2. The board seeks input from staff members in establishing priorities for budgeting purposes.	1	2	3	4	5
1	2	3	4	5	3. The budget is presented to the board in a clear and concise manner.	1	2	3	4	5
1	2	3	4	5	4. Members of the board participate in the presentation of the annual budget to the county government.	1	2	3	4	5
1	2	3	4	5	5. Written board policies ensure efficient administration of the budget and proper accountability for the expenditure of funds.	1	2	3	4	5
1	2	3	4	5	6. A complete annual audit and a systematic process ensure that financial operations are performed efficiently.	1	2	3	4	5

#### **F. Facilities**

1	2	3	4	5	1. The board regularly reviews the suitability of district facilities for current district needs.	1	2	3	4	5
1	2	3	4	5	2. There is a long-term plan for district growth and the acquisition of suitable facilities and resources.	1	2	3	4	5