



*Pro Bono Consulting for Non-Profits*

# Board Evaluation

For City of Toronto-OCASI

Maximizing Governance in the NFP  
Sector Series

**BILL SPARKS, JUNE 2019**

# WHAT WE WILL COVER

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- BOARD PERFORMANCE & BOARD SELF-ASSESSMENT MODELS, TOOLS, RESOURCES

IN:

- FOUR BIG AREAS



# THE BIG 4

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- **Shape mission, vision and strategic direction**
- **Ensure leadership and resources**
- **Monitor and improve performance**
- **Self-enabling of board effectiveness**



## BUT BEFORE THAT ...

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- How many of you have ever done a board assessment?
- How many are signed on to the free resources for this Maximizing Governance Project at OrgWise and OnBoard Canada?
- How many of you are from the same organization?



# OK. LETS TO A QUICK BOARD ASSESSMENT

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- There are many samples.
- This one is from the United Way of Calgary
- How did you do? Share if want.





**United Way**  
Calgary and Area

## **GOVERNANCE**

Boards need to ensure they are holding the organization accountable to its mission and vision; that stakeholders receive open and transparent communication about the organization; that practices are ethical and sound; and that the board itself is committed to continuous improvement. Programmatic

Please circle YES or NO for each question.

<b>Empowerment and Accountability</b>		
In the governance policies, has each of the board roles and responsibilities been clearly defined?	YES	NO
Is there a board orientation package? Please be prepared to provide it?	YES	NO
In the board orientation package, are the board policies outlining roles and responsibilities included?	YES	NO
Is the board orientation completed within the first six months of their start date?	YES	NO
<b>Board Leadership and Stewardship</b>		
Does the organization have a business/strategic plan?	YES	NO
Has the organization's strategic plan been updated in the last year?	YES	NO
Does the business/strategic plan articulate goals with targets?	YES	NO
Does the business/strategic plan articulate activities to achieve these targets?	YES	NO
Does the business/strategic plan communicate the content, implementation and evaluation of the strategic plan to stakeholders?	YES	NO
Does the organization have protocols for coaching and training their board members?	YES	NO
Has the board chair participated in any board development training?	YES	NO
Is the average length of stay of board members reasonable (e.g. two to six years)?	YES	NO
Is the board currently operating at full capacity?	YES	NO
Is the role of board chair filled with a permanent occupant (i.e. not an acting board chair)?	YES	NO
<b>Communications and Transparency</b>		
Has the organization held an annual meeting in the past year?	YES	NO
Does the annual report clearly convey the organization's mission?	YES	NO
Has the organization demonstrated a clear link between their activities and the mission?	YES	NO
Has the organization posted their annual report and audited financial statements on their website?	YES	NO

## Service and Fairness

Does the Conflict of Interest Policy clearly outline procedures for employees to follow if they encounter a conflict of interest?

YES

NO

## Accomplishment and Measurement

Does the organization perform board assessments?

YES

NO

Has the organization performed board assessments within the last year?

YES

NO

Does the organization report progress towards the strategic plan's performance measures?

YES

NO

Notes:



# SO THE BIG 4

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- **Shape mission, vision and strategic direction**
- **Ensure leadership and resources**
- **Monitor and improve performance**
- **Self Enabling Of Board Effectiveness**



# PART 1. SHAPE MISSION & STRATEGIC DIRECTION

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- Clarify mission and vision
- Participate in and approve strategic and policy decisions
- Have measurable impact and regular reports on Strategic Plan goals



# SAMPLE BOARD ASSESSMENT TOOLS FOR:

## A. MISSION & VISION

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- Sources:

- OrgWise

### **Strategic Leadership**

Our organization has a clear mission, vision, and set of values.

- BoardSource: below





# CLEAR MISSION SAMPLE

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- RIGHT TO PLAY WORKS TO:
- Protect, educate and empower children to rise above adversity using the power of play



# CLEAR VISION SAMPLES

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- RTP:
- The ultimate **goal** is to help communities develop self-sustaining programming
  
- JHS End Statement:
- Just, Human & Smart solutions to Crime and its Causes



# CLEAR VALUES:

## Source: OrgWise

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- **Strengthening Communities**
- Our organization engages with, responds to, and measures our impact on the immigrant and refugee communities we serve.
- Our organization is committed to a client-centered approach.
- Our organization facilitates client and community capacity building.
- Our organization examines broader trends and their impact on immigrants and refugees and the services we provide for them.
- If appropriate, our organization engages in relevant and ethical research.
- **Improving Conditions for Immigrants & Refugees**
- Our organization addresses systemic issues that impact the lives of immigrants and refugees.
- Our organization is committed to anti-oppression, equity and accessibility.
- Our organization keeps informed about the barriers to accessing services that exist for a diverse range of immigrants and refugees.
- Our organization has made improvements and changes to address the barriers facing immigrants and refugees that we have identified.
- **Communications & Collaboration**
- Our organization takes a collaborative approach with other organizations to best serve immigrants and refugees.
- Our organization communicates with the broad community and external stakeholders.



# SAMPLE BOARD ASSESSMENT TOOLS FOR: B. PARTICIPATE IN AND APPROVE STRATEGIC AND POLICY DECISIONS

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- Sources:
- MAS –Stakeholders Checklist

OrgWise:

Our organization regularly engages in strategic thinking and planning.

McKinsey & Company: below





# MAS -WHO ARE THE STRAT PLAN STAKEHOLDERS?

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- ***We involve:***
- ORGANIZATION/BOARD/MEMBERSHIP
- CLIENTS
- STAFF/VOLUNTEERS/STUDENTS
- PARTNERS
- DONORS
- PUBLIC
- ***In our strategic planning process***



McKINSEY & COMPANY NONPROFIT BOARD SELF ASSESSMENT TOOL

SECTION 1: PERFORMANCE OF BOARD ON ITS CORE RESPONSIBILITIES

Engage in strategic planning and policy decisions	Description of distinctive performance	Current performance (1=poor; 2=fair; 3=good; 4=distinctive)	Comments
<b>Process for strategic planning and quality of board participation</b>	Formal process for board involvement that specifies broad framework (timing and content) for strategic planning; joint board and staff ownership of strategic plan with some board members heavily involved; active discussion by the entire board supported by needed facts/materials before final approval		
<b>Quality of strategic plan</b>	Robust plan covers all key strategic elements; agreed upon program outcomes are tightly linked to mission and vision and results inform subsequent decisions; clear plan for closing resource gaps if any		
<b>Agreement on the distinction between board level and management-level decisions</b>	Board and staff have a shared understanding of relative roles (written or explicitly discussed); all parties feel their views are heard in the process; frequent interaction between CEO and Board Chair ensure "no surprises" environment		

# SAMPLE BOARD ASSESSMENT TOOLS FOR

## C. HAVE MEASURABLE IMPACT AND REGULAR REPORTS ON STRATEGIC PLAN GOALS

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### o Sources:

#### Ontario Organizational Development Program (OODP)

Circle the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Not Sure or Maybe (3); Agree (4); Strongly Agree (5).

Section A: How Well Has the Board Done its Job?		
Question	Rating	Comments
1. Our organization has a multi-year strategic plan or a set of clear long range goals and priorities.	1 2 3 4 5	
2. The Board's meeting agenda clearly reflects our strategic plan or priorities.	1 2 3 4 5	
3. The Board has a current annual Board work plan.	1 2 3 4 5	
4. The Board has ensured that the organization also has an annual operational or business plan.	1 2 3 4 5	
5. The Board gives direction to staff on how to achieve the organizations mandate and strategic goals primarily by setting or referring to policies.	1 2 3 4 5	

# ENSURE STRAT PLAN NOT LEFT ON SHELF

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- Clear reporting process on progress towards Strat Plan goals on regular basis by person delegated.
- At each Board Meeting: Exec Dir., Board SP Monitor
- Or Quarterly
- Annual Review of Strat Plan and Progress/Adjustments
- Clear multi-year planning cycle every 3-5 years



# QUESTIONS ON PART 1?

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- **Shape mission, vision & strategic direction**



## PART 2. ENSURE LEADERSHIP AND RESOURCES

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- Select, evaluate, and develop CEO
- Ensure adequate financial resources
- Provide expertise and access for organizational needs
- Build reputation



# SAMPLE BOARD ASSESSMENT TOOLS FOR: SELECT, EVALUATE, AND DEVELOP CEO

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- Sources:

- OODP

6. The Board recruits, supports and develops the Executive Director.	1 2 3 4 5	
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- McKinsey & Company: below



McKINSEY & COMPANY NONPROFIT BOARD SELF ASSESSMENT TOOL

SECTION 1: PERFORMANCE OF BOARD ON ITS CORE RESPONSIBILITIES

Select, evaluate and develop CEO	Description of distinctive performance	Current performance (1=poor; 2=fair; 3=good; 4=distinctive)	<div data-bbox="1045 258 1340 297" style="background-color: #e0f0ff; padding: 2px;">Rectangular Snip</div> Comments
<b>Succession planning</b>	Board has explicit view on succession and actively works with the CEO to identify internal candidates and provide development opportunities for the top 3-5 candidates to "round out" their skills		
<b>Evaluation and development process</b>	Evaluations performed at least annually against pre-defined criteria; evaluation includes 360-degree feedback and includes a self-assessment by the CEO. Written feedback includes skill development plan. CEO compensation decision reinforces view of performance		
<b>Search process (when required)</b>	Formal search criteria, expectations for first 2 years, and search plan receive broad board support; internal and external candidates reviewed and "true choice" between qualified candidates can be made		



# SAMPLE BOARD ASSESSMENT TOOLS FOR: ENSURE ADEQUATE FINANCIAL RESOURCES

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- Sources

OrgWise:

- **Financial Management**

- Financial management practices are in line with legal, regulatory and funder requirements, as well as sound financial management practices.

McKinsey & Company: below



# SAMPLE BOARD ASSESSMENT TOOLS FOR ADEQUATE FINANCIAL RESOURCES

McKINSEY & COMPANY NONPROFIT BOARD SELF ASSESSMENT TOOL

## SECTION 1: PERFORMANCE OF BOARD ON ITS CORE RESPONSIBILITIES

Ensure adequate financial resources	Description of distinctive performance	Current performance (1=poor; 2=fair; 3=good; 4=distinctive)	Comments
<b>Financial needs assessment</b>	Board works with staff as a part of strategic planning process to develop a multi-year view of funding requirements and trade-offs embedded in different resource levels; board feels strong ownership for the targets		
<b>Individual donations to the organization</b>	All board members financially support organization, which is a priority for each board member's charitable giving; board consistently meets/ sometimes exceeds "donation" goals		
<b>Involvement in fundraising planning and execution</b>	Board and staff develop clear plan to meet fund-raising targets; board introduces staff to potential donors and drives fund-raising activities when necessary		

# SAMPLE BOARD ASSESSMENT TOOLS FOR: PROVIDE EXPERTISE AND ACCESS FOR ORGANIZATIONAL NEEDS

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- Under Board Composition
- Source 3 Skills Matrices later
- are prioritized to the expertise your organization needs



# BUILD REPUTATION

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- REPUTATIONAL RISKS

EXAMPLES:

- FUNDRAISING – e.g. campaign results in negative messaging
- PROGRAMS – e.g. clients not satisfied
- STAFF MORALE – e.g. high staff dissatisfaction
- PARTNERSHIPS – e.g. poor partnership performance



# SAMPLE BOARD ASSESSMENT TOOLS FOR: BUILD REPUTATION

McKINSEY & COMPANY NONPROFIT BOARD SELF ASSESSMENT TOOL

## SECTION 1: PERFORMANCE OF BOARD ON ITS CORE RESPONSIBILITIES

Build reputation	Description of distinctive performance	Current performance (1=poor; 2=fair; 3=good; 4=distinctive)	Comments
<b>Board understanding of reputation objectives and of the role the board can play in building/enhancing reputation</b>	Needs for reputation building based on strategic view of organizational objectives; needs identified in detail to allow meaningful roles to be identified for individual directors		
<b>Board effectiveness in enhancing reputation of organization in the relevant communities</b>	Board members proactively reach out in community to build awareness and excitement about the organization; board members seen to be very effective ambassadors for organization		

# BUILD REPUTATION (CON'T)

## -IMAGINE CANADA STANDARDS

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A10. The organization identifies its stakeholders and ensures there is a strategy for regular and effective communication and consultation with them about the organization's achievements and work.

- *Strategies and practices used to communicate and consult with stakeholders*



# BUILDING REPUTATION (CON'T)–

SOURCE: DALHOUSIE UNIVERSITY BSE QUESTIONNAIRE

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5. The board ensures that the organization's accomplishments and challenges are communicated to members and stakeholders. 1    2    3    4    5
  
6. The board has ensured that members and stakeholders have received reports on how our organization has used its financial and human resources. 1    2    3    4    5

# QUESTIONS ON PART 2?

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- **Ensure leadership and resources**





## PART 3 **MONITOR AND IMPROVE PERFORMANCE**

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- **Oversee financial and risk management**
- **Monitor organizational performance**
- **(Improve board performance) –Part 4**



# OVERSEE FINANCIAL AND RISK MANAGEMENT

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- See Maximizing Governance Slides and Webinars on OCASI website for Board Responsibilities on:
- Financial Management by Brian Traquair of MAS  
April 2019
- Risk Management by Christine Govern of MAS  
May 2019



McKINSEY & COMPANY NONPROFIT BOARD SELF ASSESSMENT TOOL

SECTION 1: PERFORMANCE OF BOARD ON ITS CORE RESPONSIBILITIES

Oversee financial performance, ensure risk management	Description of distinctive performance	Current performance (1=poor; 2=fair; 3=good; 4=distinctive)	Comments
<b>Board role in financial planning</b>	Board's active involvement in preparing/reviewing multi-year financial plan results in robust discussion of resource allocation, funding plans, and investment objectives in context of strategic goals.		
<b>Ongoing monitoring of financial and investment performance</b>	Board monitors financial statements regularly; key performance indicators routinely reported to whole board; well-prepared staff can explain variances and discuss potential corrective actions; "no surprises" because of trust-based communication with staff		
<b>Fiduciary and other regulatory compliance</b>	Board ensures timely, independent audit of results and internal processes; board understands compliance required to regulatory bodies; feedback from auditors/regulators forms basis of recovery plan monitored by board		
<b>Board role in risk management</b>	Board annually reviews potential sources of risk and mitigation plans; surprises or gaps in coverage are few		

# SAMPLE BOARD ASSESSMENT TOOLS FOR RISK MANAGEMENT

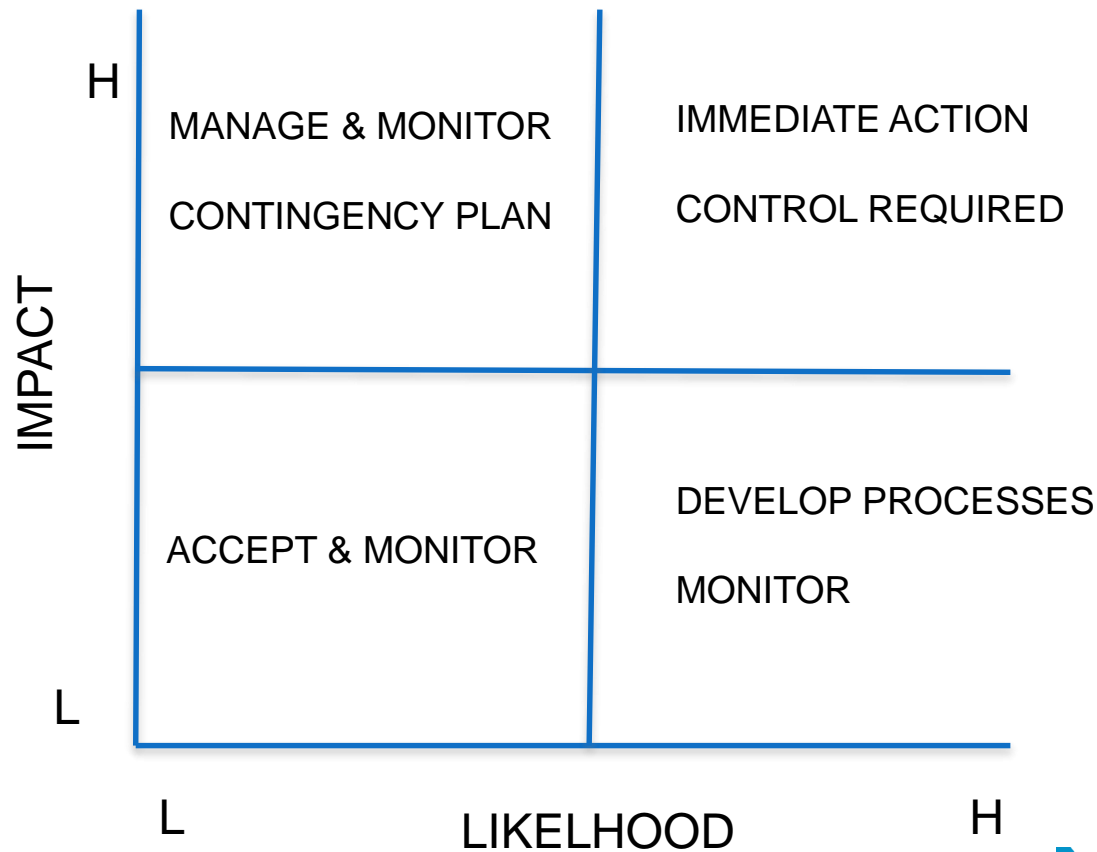
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- Source: MAS – Chris Govern



# STEP 2: ANALYZE RISKS

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# SAMPLE BOARD ASSESSMENT TOOLS FOR: MONITOR ORGANIZATIONAL PERFORMANCE

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- Ensure Program Monitoring & Effectiveness
- Ensure Human Resource Policy and Practices Monitoring & Effectiveness
- Ensure Accommodation, IT Capacity Adequate



# ENSURE (NOSE IN FINGERS OUT) PROGRAM MONITORING & EFFECTIVENESS TO THE DEGREE DESIRED

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- P-DIME Program Progress Reports are related to the Strategic Plan and are SMART

S

**Specific** goals are well defined and clear on what needs to be accomplished. What outcomes do you need to see in order to consider the goal accomplished?

M

**Measurable** goals enable you to evaluate whether or not the goal was achieved or not. How will you decide whether the goal is completed or not?

A

**Attainable** goals are realistic about what is possible given the availability of resources, knowledge, and time. How likely is it that you can accomplish this goal?

R

**Relevant** goals are important to you and will make a material impact on achieving your larger objectives. Does it make a difference to your overall objectives if this goal is met?

T

**Time-Based** goals lock goals into a specific timeframe and specify when they will be completed by. When do you need the goal completed by?

McKINSEY & COMPANY NONPROFIT BOARD SELF ASSESSMENT TOOL

SECTION 1: PERFORMANCE OF BOARD ON ITS CORE RESPONSIBILITIES

Monitor performance and ensure accountability	Description of distinctive performance	Current performance (1=poor; 2=fair; 3=good; 4=distinctive)	Comments
<b>Board involvement in developing performance metrics</b>	Board works with staff to set outcome based metrics and goals as well as activity/efficiency metrics; targets set for 1 to 3 year period. Performance of comparable institutions is used to inform targets		
<b>Process for monitoring performance</b>	Board routinely monitors and discusses the performance of program/organization and uses results to inform the strategic plan, resource allocation, and evaluation of the CEO		
<b>Board understanding of accountability</b>	Board identifies primary stakeholders and ensures that performance results are communicated effectively to the stakeholders		
<b>Process for obtaining and using feedback from stakeholders</b>	Board has formal process in place (e.g., stakeholder committee) to obtain feedback from stakeholders without filters by the staff; board ensures that the results from the stakeholder feedback are used to inform strategy and resource allocation		



# ENSURE HUMAN RESOURCE POLICY AND PRACTICES MONITORING & EFFECTIVENESS

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- OrgWise:
- **Human Resources**
  - three areas: promoting a positive and equitable work environment, hiring, engagement and retention of staff, and managing volunteers and students.
- **Work Environment**
  - Our organization promotes a positive, equitable and safe work environment.
  - Our organization promotes a positive staff relations climate.
  - Our organization has a collegial working relationship with the union, if applicable.
- **Hiring, Deployment, Engagement & Retention**
  - Hiring practices are inclusive, transparent and effective.
  - Our organization has a clear, fair, and effective performance management system.
  - As an organization that values ongoing learning, we have strategies and resources for staff orientation, training & professional development.
  - Our organization actively encourages staff engagement and innovation.
- **Managing Volunteers & Students**
  - Our organization has an effective volunteer and student management system that addresses both our needs and those of our volunteers and students, if relevant.



# ENSURE ACCOMMODATION, IT CAPACITY ADEQUATE

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- OrgWise:
- **Physical & Technological Infrastructure**
- Our organization's working spaces reflect organizational & program/service needs and priorities.
- Our organization has and implements policies and procedures related to knowledge and information management.



# QUESTIONS ON PART 3 ?

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- **Monitor and improve performance**



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## 4. SAMPLE BOARD ASSESSMENT TOOLS FOR: IMPROVE BOARD PERFORMANCE



# 4. BOARD SELF ENABLING OF BOARD EFFECTIVENESS

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- Size and structure
- Composition
- Leadership
- Processes



# BOARD SELF-RATING

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- Sources:
- OrgWise: Below
- Accreditation Canada: below



# ORGWISE

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- **Board structure & operations**
- Our board structure and model enable work to get done effectively.
- Our board plans and operates effectively.
- Our board has systems and processes in place to ensure its stability and renewal.
- Our board members understand their roles, responsibilities and the opportunities for growth and development.
- Principles of anti-oppression are embedded in our board policies and practices.





## GOVERNANCE STRUCTURES AND PROCESSES

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
We actively recruit, recommend and/or select new members based on needs for particular skills, background, and experience. (5.2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have explicit criteria to recruit and select new members. (5.1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our renewal cycle is appropriately managed to ensure continuity on the governing body. (5.4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The composition of our governing body allows us to meet stakeholder and community needs. (5.2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Clear written policies define term lengths and limits for individual members, as well as compensation. (5.3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We regularly review, understand, and ensure compliance with applicable laws, legislation and regulations. (6.1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Governance policies and procedures that define our role and responsibilities are well-documented and consistently followed. (6.1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We review our own structure, including size and sub-committee structure. (7.2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have sub-committees that have clearly-defined roles and responsibilities. (6.5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our roles and responsibilities are clearly identified and distinguished from those delegated to the CEO and/or senior management. We do not become overly involved in management issues. (6.3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



We each receive orientation that helps us to understand the organization and its issues, and supports high-quality decision-making. (6.6)

Disagreements are viewed as a search for solutions rather than a "win/lose". (6.10)

Our meetings are held frequently enough to make sure we are able to make timely decisions. (9.4)

Individual members understand and carry out their legal duties, roles and responsibilities, including sub-committee work (as applicable). (6.7)

Members come to meetings prepared to engage in meaningful discussion and thoughtful decision-making. (9.4)

Our governance processes make sure that everyone participates in decision-making. (6.10)

Individual members are actively involved in policy-making and strategic planning. (6.7)

The composition of our governing body contributes to high governance and leadership performance. (7.2)

Our governing body's dynamics enable group dialogue and discussion. Individual members ask for and listen to one another's ideas and input. (6.10)

Our ongoing education and professional development is encouraged. (6.8)

Working relationships among individual members and committees are positive. (6.10)

We have a process to set bylaws and corporate policies. (6.4)



Rectangular Strip

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Our bylaws and corporate policies cover confidentiality and conflict of interest. (6.9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We formally evaluate our own performance on a regular basis. (7.1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We benchmark our performance against other similar organizations and/or national standards. (7.1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contributions of individual members are reviewed regularly. (7.3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As a team, we regularly review how we function together and how our governance processes could be improved. (7.1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is a process for improving individual effectiveness when non-performance is an issue. (7.3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We regularly identify areas for improvement and engage in our own quality improvement activities. (7.6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As a governing body, we annually release a formal statement of our achievements that is shared with the organization's staff as well as external partners and the community. (7.5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As individual members, we receive adequate feedback about our contribution to the governing body. (7.3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have a process to elect or appoint our chair. (6.2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our chair has clear roles and responsibilities and runs the governing body effectively. (6.2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

# SAMPLE BOARD ASSESSMENT TOOLS FOR: SIZE AND STRUCTURE

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- Sources: OODP



## Section B: Enablers of Board Effectiveness and Success<sup>2</sup>

Question	Rating	Comments
1. The Board composition is appropriate – members have skill sets, expertise to cover off areas of responsibilities (Lived experience, HR, Finance, Legal, Social/Health Services etc.).	1 2 3 4 5	
2. The Board size is appropriate – there is coverage of duties amongst roles, cohesiveness amongst members and manageable workloads.	1 2 3 4 5	
3. Officers have clearly defined roles & expectations (Chair, Vice-Chair, Treasurer, and Secretary).	1 2 3 4 5	
4. There is an up to date Board Governance Manual.	1 2 3 4 5	
5. The Executive Committee have a clear role that is well understood and supported by all Board members – serving as a valuable resource to the Board and the Executive Director.	1 2 3 4 5	
6. All new Board members receive clear orientation on their role, responsibilities and expectations including review of fiduciary duties.	1 2 3 4 5	

# SAMPLE BOARD ASSESSMENT TOOLS FOR: COMPOSITION-RECRUITMENT/EDUCATION

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- Sources
- 3 Skills Matrices





### BOARD CONTRIBUTION ANALYSIS - SKILLS MATRIX

Skill Set	Name	Name	Name	Name	Name	Name	Name	Name	Name	Name	Name	Name	Name
Business Strategies													
Board/Program Evaluation													
Succession Planning													
Governance													
Financial													
Legal													
Committees													
Marketing													
Technology													
Government Relations													
Human Resources													
Intellectual Disabilities													
Consensus Building													
Strategic Planning													
Networking													
Fundraising													
Innovation													

- Potential Leader
- Very Experienced
- Some Experience
- No Significant Experience





Area of Competency <sup>2</sup>	Incumbent Directors				Prospective Directors			
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**Desired Knowledge, Skills and Experiences**

Accounting / Taxation / Audit								
Advocacy / Communications / Reputation								
Community Relations								
Development / Fundraising								
Government / Public Sector Relations								
HR / Compensation								
IT / Cyber / Privacy Management								
Legal / Regulatory								
Member Relations								
Operational / Organizational Activities								
Quality / Performance Management								
Real Estate / Property Management								
Resource / Project Management								
Risk / Controls / Compliance Management								

# BOARD DIVERSITY, INCLUSIVITY AND UNCONSCIOUS BIAS

Board Diversity Matrix (Sample)	Director 1	Director 2	Director 3	Director 4	Director 5	Director 6	Director 7	Director 8	Director 9	Director 10	Director 11	Director 12	Total
Criteria 1—ex. Gender—Male	●	●		●	●	●		●		●	●		8
Criteria 2—ex. Gender—Female			●				●		●			●	4
Criteria 3—ex. Culture—Indigenous*		●									●		2
Criteria 4—ex. Identity—LGBTI*				●									1
Criteria 5—ex. Geography—Rural									●				1

# ONBOARD CANADA TRAININGS

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- **Inclusive Leadership in Governance**
- Developed in collaboration with the Alliance for Healthy Communities,
- Identifying barriers to diversity and inclusion
- Developing a plan for integrating diversity and inclusion into the board and organization
- An action plan to develop, implement, and embed diversity and inclusion



# ONBOARD CANADA -INCLUSION

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- **Embedding Diversity & Inclusion into an Organization**
- Recognize and understand the impact of unconscious bias on individuals in everyday interactions
- Notice how unconscious bias can impede the effectiveness of board members and the role of the board
- Understand and address the consequences of unconscious bias on board performance
- Know what proactive steps and practices to take to minimize unconscious bias in decision-making
- What unconscious bias might look like in a board context
- Impact of unconscious bias on board effectiveness and performance
- Strategies and practices to overcome and avoid unconscious bias as a board and board member



# SAMPLE BOARD ASSESSMENT TOOLS FOR: LEADERSHIP

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- Source
- OODP -Chair feedback



Name: (optional)

For period from: \_\_\_\_\_ to \_\_\_\_\_

Circle the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Not Sure or Maybe (3); Agree (4); Strongly Agree (5).

**Section F: Feedback to the Chair of the Board (Optional)**

Question	Rating	Comments
1. The Board has a formal Board Chair job description and has discussed the role and responsibilities.	1 2 3 4 5	
2. The Chair is well prepared for Board meetings.	1 2 3 4 5	
3. The Chair helps the Board to stick to the agenda.	1 2 3 4 5	
4. The Chair ensures that every Board member has an opportunity to be heard.	1 2 3 4 5	
5. The Chair is skilled at managing different points of view.	1 2 3 4 5	
6. In alignment with the organizational and governance policies, procedures and codes of conduct, the Chair knows how to be direct with an individual Board member when their behaviour needs to shift or change.	1 2 3 4 5	
7. The Chair helps the Board work well together.	1 2 3 4 5	
8. I feel I can go to the Chair when I have a concern.	1 2 3 4 5	
9. The Chair demonstrates good listening skills.	1 2 3 4 5	
10. The Board supports the Chair.	1 2 3 4 5	

# SAMPLE BOARD ASSESSMENT TOOLS FOR: PROCESSES

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- Categories –meetings: -Calendar, Agenda: eG Au.
- Self Ratings: OODP,



# ITEMS INCLUDED IN THE BOARD CALENDAR SOME MIGHT APPEAR IN MORE THAN ONE CALENDAR MONTH – ICD [WWW.ICD.CA](http://WWW.ICD.CA)

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- Date of board meetings
- Approval of budget for the following fiscal year Midyear or quarterly review of financial performance (current budget and YTD figures)
- Board orientation
- Board self-evaluation
- Evaluation of CEO
- Review and acceptance of auditor's report/report of audit committee
- Recruitment/nominations
- Annual general meeting
- Operational policy review
- Review of by-laws, reserves & investments
- Board–staff planning retreat





# ICD BOARD CALENDAR SAMPLE

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## ABC ASSOCIATION BOARD PLANNING CALENDAR

### JANUARY

- ┆ Board Meeting  
January 25
- ┆ Recruitment  
Committee
- ┆ Report
- ┆ Budget Review

### FEBRUARY

- ┆ Board Meeting Feb  
22
- ┆ Operational Policy  
Review (Finance,  
Personnel)
- ┆ Nominations  
Committee Report

### MARCH

- ┆ Board Meeting  
March 28
- ┆ Executive Director  
Evaluation
- ┆ Review of By-Laws
- ┆ Budget Approval

### APRIL

- ┆ Board meeting:  
April 25
- ┆ Recruitment  
Committee Report
- ┆ Auditor's Report

### MAY

- ┆ Board Meeting  
May 23
- ┆ Bi-Annual  
Stakeholder  
Consultation Session

### JUNE

- ┆ Annual Meeting  
Preparation
- ┆ Annual General  
Meeting June 27

### JULY

- ┆ No Board Meeting

### AUGUST

- ┆ No Board Meeting-  
Executive Committee  
only meets
- ┆ Board-Staff BBQ

### SEPTEMBER

- ┆ Board Orientation
- ┆ Board Self-Evaluation

### OCTOBER

- ┆ Strategic Planning  
Retreat

### NOVEMBER

- ┆ Incorporation/Charity  
Renewal
- ┆ Budget Performance  
Update

### DECEMBER

- ┆ Governance  
Committee Meets
- ┆ No Board Meeting







## BOARD MEETING AGENDA

Board Meeting Date: XXXX  
 Location: XXXX  
 Commencement Time: XXXX

		Estimated Time
<b>1.</b>	<b>In-camera Session</b>	30 mins
<b>2.</b>	<b>Meeting Opening</b> 2.1 Apologies 2.2 Director Conflict of Interest Disclosures 2.3 Previous Minutes 2.3.1 Confirmation 2.3.2 Matters Arising/Action List	30 mins
<b>3.</b>	<b>Matters for Decision:</b> 3.1 Major strategy decisions (always have board paper and recommendations) 3.2 Routine decisions including capital equipment approval and expenditure (discussed only if requested by a director)	60-120 minutes
<b>4.</b>	<b>Matters for Discussion</b> 4.1 CEO's Report 4.1.1 Current Significant Issues 4.1.2 Matters for Approval 4.1.3 Update on Strategic Plan Implementation 4.1.4 Major Key Performance Indicators 4.1.5 Risk and Compliance Update 4.1.6 Environmental, Social and Governance (ESG) Update 4.1.7 Innovation Update 4.1.8 Environmental (PEST) Update 4.1.6 Matters for Noting 4.2 CFO's Report 4.3 Discussions concerning forthcoming strategic decisions 4.4 Committee Minutes 4.4.1 Audit 4.4.2 Other 4.5 Other matters for discussion 4.6 Chairman's Update 4.7 Presentation by management (if required)	60-120 minutes
<b>4.</b>	<b>Matters for Noting [discussed only on exception basis]</b> 4.1 Major Correspondence 4.2 Company Seal 4.3 Updated board calendar 4.4 Other matters for noting	10 minutes
<b>5.</b>	<b>Meeting Finalisation</b> 5.1 Review actions to be taken 5.2 Items/decisions for public disclosure 5.3 Meeting evaluation 5.4 Next meeting 5.5 Meeting close	10 minutes

Section C: How Well Has the Board Conducted Itself?		
Question	Rating	Comments
1. Board members are aware of what is expected of them.	1 2 3 4 5	
2. The agenda of Board meetings is well planned so that we can get through all necessary Board business.	1 2 3 4 5	
3. We receive written reports to the Board in advance of our meetings.	1 2 3 4 5	
4. It seems like most Board members come to meetings prepared.	1 2 3 4 5	
5. All Board members participate in important Board discussions.	1 2 3 4 5	
6. We do a good job encouraging and dealing with different points of view.	1 2 3 4 5	
7. We all support the decisions we make.	1 2 3 4 5	
8. Board members demonstrate commitment to the organization's mission and values and are able to distinguish and set aside personal interest when different from the mission, goals and interests of the organization.	1 2 3 4 5	

9. Board members conduct themselves in accordance with key elements of the governance structure (bylaws, code of conduct, conflict of interest, etc.).	1 2 3 4 5 • Rectangular Snip	
10. Board members demonstrate a clear understanding of the organizations strategic focus when making decisions and use sound processes in such decision-making.	1 2 3 4 5	
11. The Board has planned and led the orientation process for new Board members.	1 2 3 4 5	
12. The Board has a plan for director education and further Board development.	1 2 3 4 5	
13. Our Board meetings are always interesting.	1 2 3 4 5	
14. Our Board meetings are frequently fun.	1 2 3 4 5	
<p>In the <i>(insert year)</i> State of the Board Self-Assessment, the Board noted the following issues and challenges for focus over the next year. In your opinion, how well has the Board dealt with them?</p> <ul style="list-style-type: none"> <li>• Example - Succession Planning</li> <li>• Example - Policy development</li> </ul>	<input type="checkbox"/> Completed <input type="checkbox"/> Making Progress <input type="checkbox"/> Needs Attention <input type="checkbox"/> Nor Sure	
<b>My overall rating</b>	<b>Total =</b>	<input type="checkbox"/> Excellent (61+) <input type="checkbox"/> Very Good (56-60) <input type="checkbox"/> Good (43-55) <input type="checkbox"/> Satisfactory (29-42) <input type="checkbox"/> Poor (14-28)

# QUESTIONS ON PART 4 ?

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- **Board Self Enabling Of Board Effectiveness**





# GETTING STARTED QUICK EVALUATIONS & BUILDING A BOARD IMPROVEMENT PLAN

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- Remember -United Way Calgary
- McKinsey & Company – Short 5 Min.
- MAS –Post Board Essentials Workshop



**SECTION 1: ASSESSING THE BOARD'S CURRENT PERFORMANCE ON KEY BOARD FUNCTIONS**

Effective nonprofit boards fulfill a number of roles for the organizations they support. Please rate the performance of the board against these nine board responsibilities.

Board function:	Poor	Average	Distinctive
Clarifying the organization's mission or vision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resolving key strategic or policy issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Developing the CEO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Developing the financial resources needed to support the strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing expertise or access to policymakers to support organizational priorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Building/enhancing reputation of organization with key stakeholders/community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overseeing financial performance and ensuring adequate risk management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assessing performance of the organization against its mission and key program priorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improving board performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Please add any additional thoughts to explain your answers:**

**SECTION 2: PERCEIVED IMPORTANCE OF RESPONSIBILITIES FOR THE NEXT 1-2 YEARS**

A nonprofit board adds value by undertaking each of the nine responsibilities identified; however, boards rarely have time to focus on all of the responsibilities. Good nonprofits prioritize activities depending the context of the organization. As you complete this section please identify those areas of potential board focus that are most needed over the next 1 to 2 years to ensure the organization succeeds against its mission.

<b>How important is it for the board to focus on:</b>	<b>Low</b>	<b>Medium</b>	<b>High</b>
Clarifying the organization's mission or vision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resolving key strategic or policy issues (please identify issues below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Developing (or replacing) the CEO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Developing the financial resources needed to support the strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing expertise or access to support organizational priorities (please identify priorities below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Building/enhancing reputation of organization with key stakeholders/community (please identify stakeholders/community targets below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overseeing financial performance and ensuring adequate risk management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assessing performance against mission and key program priorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improving board performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Please add any additional thoughts to explain your answers or identify additional needs:**

**SECTION 3: ASSESSING KEY ENABLERS OF BOARD PERFORMANCE**

Good nonprofit boards have a number of common-sense enablers in place to allow them to work effectively and productively. Please rate the board against these key enablers.

Are enablers of board effectiveness in place?	Disagree	Somewhat agree	Strongly agree
Board size is appropriate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board has appropriate committees with clear charters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board composition is appropriate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board has effective processes for identifying, cultivating, and integrating new directors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The right leaders are in place as board chair and committee chairs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board has an effective process for selecting, developing, and transitioning new leaders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board/committee meeting calendars, advance materials, and agendas support the board as needed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board and committee meetings run well, e.g. start/end on time, give members a chance to engage in issues, ensure all voices are heard	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board strikes the right balance of work and fun activities, including effective efforts to connect board members to the mission of the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Please add any additional thoughts to explain your answers:**

MAS -NOW

GROUP IF FROM SAME ORG

COMPLETE THE BELOW AND COMPARE

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**Management Advisory Service**

**Masadvise.org**

**Board Governance Workshop**

**DIRECTOR'S ASSESSMENT OF THE BOARD  
QUESTIONNAIRE**

**&**

**MAS ANNUAL INTERNAL QUESTIONNAIRE**

**MAS** 

*Pro Bono Consulting for Non-Profits*



# MAS –BOARD SELF EVALUATION

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- Please indicate your degree of agreement with the following statements using this scale:

- 

- **1 Strongly Agree    2 Agree    3 Disagree    4 Strongly Disagree**

- 

- 1. The board has a clear understanding of its mandate, roles and responsibilities
- 2. The allocation of responsibility between the board and ED's is clear
- 3. My orientation to the board equipped me with the knowledge I need to do my job
- 4. I am satisfied with my level of involvement in the development of the strategy for the organization
- 5. I understand and accept the strategy
- 6. I am satisfied that the board has policies in place to provide the overall guidance that staff require and that adherence to these is adequately monitored
- 7. The Board provides adequate direction and oversight to the organization
- 8. I accept that the board is responsible for acquiring the financial resources necessary to fund the mandate
- 9. I accept my personal obligation to contribute financially to the organization
- 10. I am willing to commit at least 50 hours a year to the organization



- 11. I make my expertise and my contacts freely available to the organization
- 12. I consider myself an ambassador for the organization – building the organization's reputation with key stakeholders and the community
- 13. I am satisfied that the required level of financial controls is in place and are working
- 14. I am comfortable that the risks inherent in the operation of the organization have been identified and have been mitigated to the extent possible
- 15. I receive enough information to assure me that the programs of the organization are effective in achieving the goals set for them
- 16. I am satisfied that the board has an appropriate committee structure to do its work effectively
- 17. Directors are prepared for meetings, attend regularly and participate in discussions
- 18. Board meetings make good use of my time and talent, have clear agendas and are well managed
- 19. Committee meetings make good use of my time and talent, have clear agendas and are well managed
- 20. I believe this board adds value to the organization
- 21. Being on the Board is fulfilling
- 22. Based on my experience I would have no hesitancy in encouraging my friends/associates to consider membership on this board



# MAS -BOARD PRIORITY ISSUES

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- **Would you please comment on any question to which you marked 3 or 4.**
- **What improvements would you like the Board to make over the coming year?**
- **What do you think are the one or two high priority issues the Board needs to address within the next 18 months?**
- **Other Comments**





# SUMMARY THOUGHTS

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- ALL ORGANIZATIONS NEED TO EVALUATE THEIR BOARDS OF DIRECTORS
- THE BOARD HAS TO TAKE LEADERSHIP IN THIS
- IT STARTS WITH COMMON SENSE AND GOOD PLANNING
- IT IS EVERYONE'S JOB ON THE BOARD
- START THE JOURNEY



# SOME RESOURCES TO HELP

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## Maximizing Governance

### Board Evaluation Tools List & Sources 2019

Also Appended as Live Links Document

- **Imagine Canada Accreditation Handbook**
- <http://www.imaginecanada.ca/our-programs/standards-program/standards>
- **Accreditation Canada -Governance Functioning Tool.**
- <https://accreditation.ca/ready-for-accreditation/download/>
- <https://accreditation.ca/standards/>
- **BoardSource -Board Self Assessment Paid Tool**
- <https://boardsource.org/product/board-self-assessment-nonprofit-boards/>
- **Dalhousie University – Board Self Evaluation Questionnaire**
- [https://www.c4nprportal.org/uploads/9/2/6/7/92678590/boardself-evaluationquestionnaire\\_4\\_.pdf](https://www.c4nprportal.org/uploads/9/2/6/7/92678590/boardself-evaluationquestionnaire_4_.pdf)



# RESOURCES

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- **Management Advisory Service - Board Governance Workshop**
- <https://masadvise.org/services/governance-and-board-development/>
- **United Way of Canada -Calgary Board Assessment Tool**
- <https://calgaryunitedway.org/wp-content/uploads/2019/03/Governance.pdf>
- **McKinsey & Company -NFP Board Assessment Tool**
- [https://ceps.unibas.ch/fileadmin/user\\_upload/ceps/5\\_Praxistransfer/Wissen\\_zur\\_Stiftungsarbeit/Arbeit\\_des\\_Stiftungsrats\\_McKinsey\\_lang.pdf](https://ceps.unibas.ch/fileadmin/user_upload/ceps/5_Praxistransfer/Wissen_zur_Stiftungsarbeit/Arbeit_des_Stiftungsrats_McKinsey_lang.pdf)
- **OCASI -OrgWise Board Assessment Tools**
- <http://www.orgwise.ca/category/47>



# RESOURCES

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- **OnBoard Canada**
  - **Board Member Post Course Assessment**
- [onboardcanada.ca/training/](https://onboardcanada.ca/training/)
- **Free if Max.Gov Project registered**
  - a. Effective Governance through the Stages
  - b. Board Governance Fundamentals
  - c. Inclusive Leadership in Governance
  - d. Embedding Diversity & Inclusion into an Organization



# RESOURCES

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- **Ontario Organizational Development Program -Board Self-Assessment Tool**
- <http://oodp.ca/product/organizational-self-assessment-tool/>
- Institute of Corporate Directors: [www.icd.ca](http://www.icd.ca)
- Effective Governance Australia:  
<https://www.effectivegovernance.com.au/governance-action-plan/>



- 
- **AND: Drill Down Assessments:**
  - **Board Skills Matrices -appended**
  - **Board Essentials Overview -OCASI-City of Toronto MaxGov-Workshop&Webinar #1**
  - **Legal Roles & Responsibilities -OCASI-City of Toronto MaxGov-Workshop&Webinar #2**
  - **Financial Management -OCASI-City of Toronto MaxGov-Workshop&Webinar #3**
  - **Risk Management -OCASI-City of Toronto MaxGov-Workshop&Webinar #4**



# MAS –PRO BONO CONSULTING

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- Over 200 projects a year with NFP Agencies
- 50 plus Volunteer Consultants
- Over 1,500 agencies since 1993
- Many repeat clients
- 1/3 Governance Projects
- 1/3 Strategic Planning Projects
- 1/3 Marketing, Fundraising, HR, Financial, IT



# HOW CAN WE HELP YOU?

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[www.masadvise.org](http://www.masadvise.org)

The foregoing is provided for general information purposes only.