

BOARD SELF-EVALUATION PROCESS

This facilitated Board self-evaluation process will complement the Director evaluation process described in the document entitled *Director/CEO Evaluation Process, Criteria and Timelines*.

Purpose

The purpose of the facilitated Board self-evaluation is for the Board to answer the following questions:

1. How well have we fulfilled each of our defined roles as a Board during this past year?
2. How do we perceive our interpersonal working relationships?
3. How well do we receive input and how well do we communicate with those we represent?
4. How well have we adhered to our annual work plan?
5. How would we rate our Board-Director relations?
6. How well have we adhered to our policies and procedures which stipulate how we are to carry out our governance functions?
7. What have we accomplished this past year? How do we know?

Principles

1. A learning organization or a professional learning community is focused on the improvement of practice.
2. A pre-determined process for evaluation strengthens the governance functions and builds credibility for the Board.
3. An evidence-based approach provides objectivity.

Process

Step 1 Review of Board Role Performance

All Board members will complete a questionnaire based on the Board job description (Attachment 1). Responses will be aggregated, and the Board will collectively analyze the results with the assistance of the consultant. The focus of the discussion will be on the areas that require improvement and on coming to agreement regarding the steps to be taken to improve the Board's effectiveness.

*Completion of questionnaires by individual trustees may be done as a pre-assignment.

Step 2 Review of Annual Work Plan Completion

Board members will be asked to identify items in the annual work plan (Appendix A) which have been completed. In the event of any non-complete items, discussion will focus on their relevancy and importance. The focus of the discussion will be to revise the annual work plan for the subsequent school year, based on past experience.

Step 3 Board Representation/Communication

The Consultant will facilitate the identification of engagement successes in the past year and what actions the Board will consider during the next 12 months.

Step 4 Monitoring Interpersonal Working Relationships

All Board members will complete a 17-item questionnaire relative to interpersonal working relationships (Attachment 3). Responses will be aggregated and the Board will collectively analyze the results with the assistance of the consultant.

The focus of the discussion will be on coming to agreement regarding the steps to be taken to improve the working relations between and among trustees, if necessary.

*Completion of questionnaires by individual trustees may be done as a pre-assignment.

Step 5 Monitoring Board-Director Relations

All Board members will complete a questionnaire (Attachment 4). Responses will be aggregated. The Board will discuss two questions that complement those addressed in the Director's evaluation:

1. What does the Board do that makes it more difficult for the Director to do his job?
2. What does the Board do that makes it easier for the Director to do his job?

The Director will be asked to share his reflections. The focus of the discussion will be on coming to agreement regarding the steps to be taken to improve the working relations between the Board and the Director, if necessary.

Step 6 Review of Board Motions

Board members will receive from the minutes a compilation of Board action items approved during the evaluation period. The Board will then examine these action items in light of the Board's role description to determine the extent to which the Board is operating in accordance with its defined role and its governance policies. The focus of the discussion will be a clarification of the Board role and clarity of Board direction.

Step 7 Creating a Positive Path Forward

All Board members will first complete an Accomplishments, Regrets, Opportunities, Threats questionnaire (Attachment 5). Responses will be aggregated through discussion. Then the Board, with the assistance of the consultant, will attempt to translate accomplishments, regrets and threats statements into opportunities statements to create a positive path forward for the Board.

Note: The Board will have a copy of the action items approved in the minutes during the past twelve (12) months available as a resource. The focus of the discussion will be to agree on recommendations that create a positive path forward.

Refer to Board Policy 2 Role of the Board and Board Policy 2 Appendix A

ROLE OF THE BOARD QUESTIONNAIRE

Our Board does well in this component of its overall role:	Strongly Agree	Agree	Disagree	Strongly Disagree
1. Accountability to Provincial Government Comments:				
2. Accountability to Community Comments:				
3. Strategic Planning and Reporting Comments:				
4. Policy Comments:				
5. Director / Relations Comments:				

Our Board does well in this component of its overall role:	Strongly Agree	Agree	Disagree	Strongly Disagree
6. Political Advocacy Comments:				
7. Board Development Comments:				
8. Fiscal Accountability Comments:				
9. Other (e.g. selected responsibilities in policy 2) Comments:				

INTERPERSONAL WORKING RELATIONSHIPS QUESTIONNAIRE

The purpose of this instrument is to collect perceptions of the Board regarding the interpersonal working relationships between and among Board members and the Director. For each of the following statements, please check the response that most accurately reflects your view.

Question	All	Most	Some	None
1. My colleagues work with, not around, my chairperson.				
2. My colleagues do not function as cliques within the Board.				
3. My colleagues follow the chain of command when dealing with issues related to staff and refer any issues about staff to the Director.				
4. My colleagues seek positive ways to resolve conflict within the Board.				
5. My colleagues represent and defend the corporate position even when they disagree with it.				
6. My colleagues speak favorably about our Division and its staff.				
7. My colleagues avoid grandstanding and calling attention to themselves at the expense of others.				
8. My colleagues share information pertinent to an issue even if it does not support their overall position.				
9. My colleagues avoid turning conflicts about issues into personal conflicts.				
10. When my colleagues are not speaking or directly involved in the discussion underway, their body language signals that they are still listening and participating.				
11. My colleagues treat other Board members with respect during the Board meetings.				
12. My colleagues treat staff with respect.				

Question	All	Most	Some	None
13. The votes of my colleagues are based on the issues at hand and not on personalities.				
14. My colleagues avoid monopolizing discussions and provide everyone a chance to speak.				
15. My colleagues are patient and tolerant of me when my interests and priorities differ from theirs.				
16. My colleagues accept constructive criticism from the Board Chair or colleagues.				
17. When new members join the Board, my colleagues help them to “learn the ropes”.				

DIRECTOR / BOARD RELATIONS

1. What does the Board do that makes it easier for the Director to do his job?

2. What does the Board do that makes it more difficult for the Director to do his job?

ATTACHMENT 5

GOOD SPIRIT SCHOOL DIVISION NO. 204	
Accomplishments	Regrets
Opportunities	Threats

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