Board Member Performance Survey Instrument

**BOARD MEMBER PERFORMANCE APPRAISAL SURVEY**

**Instructions for completion**

The board of [*insert name*] has agreed to conduct a board performance evaluation as part of its commitment to high standards of corporate governance relative to Jamaican public bodies. The evaluation scope includes an evaluation of individual board member performance. Accordingly, each board member is being asked to undertake this assessment of his/her performance as a board member in a number of key areas structured around the *10 Dimensions of Good Board Performance* for Jamaican Public Bodies. This instrument may be adjusted by the Corporate Secretary in consultation with the Board Chairman and the Chairman of the Corporate Governance Committee, to exclude Criteria which would not have been applicable to the entity’s operations during a review period (eg. engaging in a Board induction programme may not be applicable to a review period – Dimension 2, Criteria 2). It is highly recommended that all public bodies should have a Corporate Governance Committee. Where such a Committee has not yet been formed, the Chairman of the Audit Committee should be consulted.

The survey consists of five (5) sections:

* Part A – Information about the board member;
* Part B – Board member assessment, reflecting the *10 Dimensions*
* Part C – Comments, encouraging responses to open-ended questions;
* Part D – Board Chair Performance, assessing the Chair of the Board; and
* Part E – Committee Chair Performance, assessing the Committee Chair for the various committees of the board of which the respective board member is a member.

All completed survey responses will be retained by [*the corporate secretary*]. Only you, the board Chair, the portfolio minister and the Corporate Secretary and/or any other facilitator engaged for this purpose, will see your self-assessment. Written review comments on this instrument should be provided to the portfolio minister through the Permanent Secretary of the respective ministry. The Governance Committee, or where there is no Committee, the Minister or his/her nominee/designate should provide feedback to the board Chair regarding her/his self and peer assessment.

There is no right or wrong answer to any question. If you feel that you need to qualify any response, please do so in the comments section of the survey.

**Please complete your survey by 5.00pm on [*insert*]. If you have any questions regarding this survey, please call the evaluation facilitator [*insert name and contact details*].**

Your participation is much appreciated.

**PART A: INFORMATION ABOUT YOU**

|  |  |
| --- | --- |
| Your name (optional): |  |
| Gender | Male  | [ ]  | Female | [ ]  |
| Age | 18-29 [ ]  | 30-50 [ ]  | 51-65 [ ]  | >65 [ ]  |
| Type of Director (ex-officio, appointed) |  |
| Primary competencies |  |

1. How long have you been on the board and in what positions e.g. Chair, Deputy Chair, Board Committee Member?

|  |  |
| --- | --- |
| **Question** | **Your response** |
| Position on current board  |  |
| Current board tenure |  |
| List Previous board tenures (if any) for this entity and positions (e.g. 2008-2011, Chairman) |  |
| Board committee membership (including relevant dates) |  |

PART B: ASSESSMENT

1. Roles and relationships

Dimension 1: The board and board members have a clear understanding of their roles, as well as the relationships between the board and the portfolio Minister; CEO, the Corporate Secretary and the Permanent Secretary.

*1 Strongly disagree | 2 Disagree | 3 Neither agree nor disagree (Not sure) | 4 Agree | 5 Strongly agree*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Criteria** | **1** | **2** | **3** | **4** | **5** |
|  | I understand the role and responsibilities of the board  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I understand my role and responsibilities as a board member | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I understand the relationship of the board and the Minister | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I understand the relationship of the board and the Permanent Secretary | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I understand the respective roles of the board and management | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I maintain good working relationships with peer board members | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I have an appropriate understanding of the public body’s business | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |

Please provide any supporting comments:

1. Board composition

Dimension 2: *The board collectively has the persons who have the right mix of skills, competencies, experience, knowledge and diversity to enable the public body to achieve its purpose and strategy efficiently and effectively.*

*1 Strongly disagree | 2 Disagree | 3 Neither agree nor disagree (Not sure) | 4 Agree | 5 Strongly agree*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Criteria** | **1** | **2** | **3** | **4** | **5** |
|  | I have skills, competencies, experience and knowledge appropriate for membership on the Board | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I engage appropriately in the board induction program | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I engage in ongoing professional development related to enhancing the board’s governance of the public body  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |

Please provide supporting comments:

1. Ethics and culture

Dimension 3: The board sets the tone at the top for ethical behaviour and promotes adherence to core values through its attitudes and behaviours within the boardroom and across the public body. The board ensures that conflicts of interest are identified and managed transparently and appropriately.

*1 Strongly disagree | 2 Disagree | 3 Neither agree nor disagree (Not sure) | 4 Agree | 5 Strongly agree*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Criteria** | **1** | **2** | **3** | **4** | **5** |
|  | I consistently display ethical conduct | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I seek to model the public body’s core values through my behaviours | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I comply with the code of conduct/code of ethics for board members | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I declare conflicts of interest in accordance with the Public Bodies Management and Accountability Act, and other related policies. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I use networks for the benefit of the public body appropriately  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |

Please provide supporting comments:

1. Strategy and performance

Dimension 4: *The board sets the vision and strategic direction of the public body, and associated key performance indicators, and monitors the public body’s performance against them* and submits to the portfolio minister, the annual report on its performance, as required*. The corporate plan is designed to achieve the organisation’s objectives. The strategic direction as embodied in the corporate plan is agreed with the relevant Minister.*

*1 Strongly disagree | 2 Disagree | 3 Neither agree nor disagree (Not sure) | 4 Agree | 5 Strongly agree*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Criteria** | **1** | **2** | **3** | **4** | **5** |
|  | I demonstrate commitment to the public body’s vision, mission and purpose | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I contribute appropriately to the development of the public body’s corporate and operational plans | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I appropriately contribute to the board’s monitoring of the public body’s performance | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I critically assess the information provided to the board by management, including providing recommendations/guidance on reports as appropriate. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |

Please provide supporting comments:

1. Audit and Internal controls

Dimension 5: The board ensures that management establishes and maintains an effective control framework (including relevant policies, procedures and systems and robust and transparent management processes) so that the performance of the public body can be monitored.

*1 Strongly disagree | 2 Disagree | 3 Neither agree nor disagree (Not sure) | 4 Agree | 5 Strongly agree*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Criteria** | **1** | **2** | **3** | **4** | **5** |
|  | I contribute to the development of a control framework (adequate information , control , evaluation and reporting systems) for the public body  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I assist in the review of board-approved policies | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I demonstrate compliance with board-approved policies | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |

Please provide supporting comments:

1. Risk and compliance management

Dimension 6: The board knows the public body’s key risks (including compliance risks), establishes the risk appetite within which the public body can operate, and ensures that management has implemented an appropriate framework for the identification, assessment, management and reporting of risk.

*1 Strongly disagree | 2 Disagree | 3 Neither agree nor disagree (Not sure) | 4 Agree | 5 Strongly agree*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Criteria** | **1** | **2** | **3** | **4** | **5** |
|  | I understand major risks to the public body | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I understand the public body’s major compliance obligations | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I contribute to the development and review of the public body’s risk management framework where necessary  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I understand the public body’s risk appetite | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I understand the key legislative, regulatory and other standards which apply to the public body | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |

Please provide supporting comments:

1. CEO appointment and performance

Dimension 7: The board has approved appropriate policies for the recruitment of the CEO and sets, monitors and formally reviews the performance of the CEO.

*1 Strongly disagree | 2 Disagree | 3 Neither agree nor disagree (Not sure) | 4 Agree | 5 Strongly agree*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Criteria** | **1** | **2** | **3** | **4** | **5** |
|  | I assist, as appropriate, in setting key performance indicators for the CEO | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I engage constructively in providing feedback regarding the CEO’s performance | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I engage constructively in discussions regarding succession planning for the CEO and executive management team | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I engage appropriately in the development and review of policies pertaining to the recruitment of the CEO | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |

Please provide supporting comments:

1. Financial governance

Dimension 8: The board ensures the public body’s sustainability is enhanced through effective budgeting, financial management, and planning.

*1 Strongly disagree | 2 Disagree | 3 Neither agree nor disagree (Not sure) | 4 Agree | 5 Strongly agree*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Criteria** | **1** | **2** | **3** | **4** | **5** |
|  | I understand the key factors that influence the financial position of the public body | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I have the requisite level of financial literacy  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I constructively question financial information presented to the board  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |

Please provide supporting comments:

1. Board processes

Dimension 9: The board operates efficiently and effectively through forward planning its activities, managing its papers effectively, and making effective use of board committees.

*1 Strongly disagree | 2 Disagree | 3 Neither agree nor disagree (Not sure) | 4 Agree | 5 Strongly agree*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Criteria** | **1** | **2** | **3** | **4** | **5** |
|  | I read board papers circulated within the stipulated timeframe before coming to board meetings  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I actively listen to the contribution of other board members in the board room | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I actively communicate in an open and transparent manner, with fair and balanced viewpoints. | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I maintain board confidentiality | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I devote the time to be able to effectively perform my role and functions as a board member | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I constructively engage in evaluations of the board’s performance | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I contribute effectively to assigned board committees | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |

Please provide supporting comments:

1. Stakeholder engagement

Dimension 10: The board ensures the public body knows who its stakeholders are and has a strategy for engaging and communicating with them.

*1 Strongly disagree | 2 Disagree | 3 Neither agree nor disagree (Not sure) | 4 Agree | 5 Strongly agree*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Criteria** | **1** | **2** | **3** | **4** | **5** |
|  | I contribute to the development of the stakeholder engagement strategy/policy  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | I adhere to the public body’s stakeholder engagement strategy/policy  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |

1. Overall performance

How do you rate your overall performance as a board member?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Extremely poor** | **Poor** | **Average** | **Good** | **Excellent** |
| 1 | 2 | 3 | 4 | 5 |

**PART C: COMMENTS**

1. What do you consider to be your key strengths as a board member?

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1. In light of your responses to the questions above, what do consider are the key areas for improvement as a Board member and, and what could be done to assist you to improve your performance?

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1. Do you have any other comments?

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PART D: BOARD CHAIR’S PERFORMANCE – This Survey is not to be completed by the Board Chair

*1 Strongly disagree | 2 Disagree | 3 Neither agree nor disagree (Not sure) | 4 Agree | 5 Strongly agree*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Statement** | **1** | **2** | **3** | **4** | **5** |
|  |  The Chair facilitates meaningful participation by board members | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | The Chair seeks to build consensus among board members | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | The Chair sets appropriate standards for directors regarding attendance at and preparation for board meetings | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | The Chair utilizes the expertise of the board members appropriately | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | The Chair ensures board members are appropriately informed | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | The Chair engages appropriately with the CEO  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | The Chair represents the public body effectively (e.g. articulate, professional, and keep to agreed key messages) | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | The Chair appropriately engages with the Minister | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | The Chair appropriately engages with other stakeholders, including the relevant Permanent Secretary | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | The Chair follows established procedures regarding the removal of board members where necessary | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | The Chair ensures that board papers are circulated in sufficient time to enable board members to prepare for board meetings | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | The Chair conducts board meetings efficiently | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | The Chair ensures that Board records are stored securely and are easily retrievable | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | The Chair ensures that the Corporate Secretary is held accountable with respect to support provided to the Board | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | The Chair ensures that the board and committee evaluations are undertaken | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |

1. How do you rate the overall performance of the Chair?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Extremely poor** | **Poor** | **Average** | **Good** | **Excellent** |
| 1 | 2 | 3 | 4 | 5 |

1. Please list what you consider to be the key strengths of the Chair in that role.

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1. In what areas do you consider the Chair could improve his/her performance in that role?

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**PART E: COMMITTEE CHAIR’S PERFORMANCE – This survey is not to be completed by the Committee Chair**

**[INSERT NAME] COMMITTEE CHAIR**

*1 Strongly disagree | 2 Disagree | 3 Neither agree nor disagree (Not sure) | 4 Agree | 5 Strongly agree*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Statement** | **1** | **2** | **3** | **4** | **5** |
|  | The Chair facilitates meaningful participation by committee members | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | The Chair seeks to build consensus among committee members | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | The Chair ensures that the committee receives appropriate information to perform its role | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | The Chair sets appropriate standards for directors regarding attendance at, participation in and preparation for committee meetings | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | The Chair utilizes the expertise of the committee members appropriately | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | The Chair engages appropriately with managers who attend committee meetings | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | The Chair ensures that committee papers are circulated in sufficient time to enable members to prepare for committee meetings | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | The Chair conducts committee meetings efficiently | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | The Chair ensures that the committee fulfils its charter | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | The Chair ensures effective reporting from the committee to the board | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |

1. How do you rate the overall performance of the Committee Chair?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Extremely poor** | **Poor** | **Average** | **Good** | **Excellent** |
| 1 | 2 | 3 | 4 | 5 |

1. Please list what you consider to be the key strengths of the Committee Chair in that role.

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1. In what areas do you consider the Committee Chair could improve his/her performance in that role?

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|  |