

APPENDIX 5B: Board Self-Evaluation Tool

This is a self-assessment tool to assist directors in the evaluating how effectively they are carrying out their major responsibilities. It is recommended that Board conducts this evaluation at least once every three years.

1. The Corporate Mission

The board is keeper of the mission. A mission has impact when Laidlaw Foundation members embrace it, are aligned in purpose, and people are acting upon it.

Questions(<i>rating system=1 is poor, 5 is excellent, N/S – not sure</i>)	1	2	3	4	5	N/S
The board understands and embraces the mission						
The board uses the mission as the standard against which decisions are made						
Strategic and policy decisions support the advancement of the mission						

Comments:

2. Vision, Planning and Evaluation

The board is responsible for engaging in a planning process, which results in an enhanced understanding of the changing environment in which it operates, and decisions, which will help the Laidlaw Foundation to function more effectively in that environment

Questions(<i>rating system=1 is poor, 5 is excellent, N/S – not sure</i>)	1	2	3	4	5	N/S
The board ensures an appropriate and effective strategic planning process is in place						
The board makes strategic decisions which are responsive to trends and other changes in the environment						
The board devotes sufficient time to planning issues						
The board evaluates overall program performance						

Comments:

3. Financial Management

The Board of Directors is responsible for maintaining sound fiscal policy and practices.

Questions(<i>rating system=1 is poor, 5 is excellent, N/S – not sure</i>)	1	2	3	4	5	N/S
The board understands its fiduciary responsibility						
The board receives sufficient information to keep current on Laidlaw Foundation’s financial performance and to make informed and prudent fiscal decisions.						
The board makes resource allocation decision which enable Laidlaw Foundation to advance the mission and achieve its strategic goals.						
The board approves an annual operating budget established against the organizational plan.						

Comments:

4. Programs

The Board of Directors is responsible for determining the spectrum of programs that should be offered to advance Laidlaw Foundation goals and meet community needs.

Questions(<i>rating system=1 is poor, 5 is excellent, N/S – not sure</i>)	1	2	3	4	5	N/S
The board receives adequate information on member’s needs, expectations and satisfaction to make decisions about programs and services.						
The board monitors programs and services, using objective data, to ensure they are consistently high quality and have value to the communities we serve.						
The board reviews programs and services to be certain that they support the mission and the strategic plan.						

Comments:

5. Laidlaw Foundation Board Effectiveness

The second section of the evaluation asks you to assess how effective and efficient the board is in doing its work. Contributing to effective governance are the following factors; clearly defined roles and responsibilities; an effective governance structure; well- developed group process and knowledgeable directors; meaningful meetings; and informed directors.

a. Roles and Responsibilities

Questions(<i>rating system=1 is poor, 5 is excellent, N/S – not sure</i>)	1	2	3	4	5	N/S
The board has defined a role for the board.						
The board has developed a job description for directors.						
Directors execute their responsibilities.						

b. Governance Structure

Questions(<i>rating system=1 is poor, 5 is excellent, N/S – not sure</i>)	1	2	3	4	5	N/S
The structure of board contributes to its ability to function effectively.						
Each committee has a specific mandate and performance is reviewed regularly.						

c. Board Dynamics

For the board to function as a team, and speak with one voice, directors must demonstrate a willingness to work together in a spirit of shared purpose and cooperation.

Questions(<i>rating system=1 is poor, 5 is excellent, N/S – not sure</i>)	1	2	3	4	5	N/S
There is a climate of mutual respect and trust among directors, and between directors and staff.						
Directors fully participate in board discussions.						
Directors have sufficient opportunity to express themselves on issues during board discussions.						
There is a clear commitment to building consensus on issues.						
The board makes decisions based upon information and data about community needs.						

d. Meaningful Meetings

Questions(<i>rating system=1 is poor, 5 is excellent, N/S – not sure</i>)	1	2	3	4	5	N/S
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Directors receive agendas and briefing documents for review prior to the board meetings.						
Board meetings make the most productive use of directors=time.						
Sufficient meeting time is allowed for reaching consensus on issues as needed.						
Board members are familiar with by- laws and policy documents (e.g. plan and budgets).						

e. Board Development

Directors

Questions (<i>rating system=1 is poor, 5 is excellent, N/S – not sure</i>)	1	2	3	4	5	N/S
The board currently contains a sufficient range of experience to make it an effective governing body.						
The board is representative of the membership.						
Directors help identify candidates for leadership roles as volunteers and directors						
A comprehensive orientation program for directors is in place.						

Board

Questions (<i>rating system=1 is poor, 5 is excellent, N/S – not sure</i>)	1	2	3	4	5	N/S
The board commits time for group learning experiences designed to improve the board's effectiveness as a governing body and its understanding of governing issues and other emerging issues facing immigrants and refugees.						
Directors are encouraged to enhance their individual leadership						

General Assessment

1. What issues require the board's special attention during the next 12-24 months?
2. How can the board's organization or performance be improved in the next 12-24 months?
3. What other comments or suggestions would you like to offer related to the

Board's performance?

APPENDIX 5D

DIRECTOR CAPABILITY AND KNOWLEDGE SELF-ASSESSMENT SURVEY

This confidential Director Capability and Knowledge Survey supports the efforts of foundation's Governance and Recruitment Committee. As volunteers, directors bring personal and professional experience to their work with the foundation and the various board committees. To function effectively, the board requires a range of skills and knowledge in its directors. This survey assists the committee to better understand and build on the strengths of its members.

All new members will be asked to complete this survey as they begin their first term on the board and all members will complete it at least once every two years. Individual responses are confidential. The Governance and Recruitment Committee will assess all responses to determine areas of strength as well as any skills or knowledge gaps.

As the foundation has a national and multi-generational focus for its work, the survey also includes demographic questions.

Director Capability and Knowledge Self-Assessment Survey

Please rate your capability and knowledge level from 1 to 3, with 3 being the highest level of capability and knowledge, and a rating of 1 indicating some capability or knowledge. You are also asked to indicate if you have an interest in an area even if you do not have specific capabilities or knowledge.

	Rate from 1 - 3	Indicate if this is an area of interest to you
Strategic Planning		
Organizational Management and Leadership		
Information Technology		
Research and Evaluation		
Legal		
Financial Management		
Risk Management		
Advocacy		
Media Relations, Communications, Marketing		
Business, Entrepreneurial Acumen		
Government Relations		
General or Social Policy Development		
Governance		
Community Engagement/Leadership		
Others (please specify)		

I identify myself as:

(choose all that you identify with)

Canadian	
Aboriginal/Indigenous	
Black	
Francophone	
European	
East Asian	
South Asian	
West Asian	
Chinese	
Arab	
Caucasian	

I was born in:

Canada	
Outside Canada	

I live in:

Ontario	
Quebec	
British Columbia	
Newfoundland	
Prince Edward Island	
New Brunswick	
Nova Scotia	
Manitoba	
Saskatchewan	
Alberta	
Yukon	
Northwest Territories	
Nunavut	

My age is:

18 - 29	
30 - 44	
44 - 59	
60+	

Laidlaw Board Capability Matrix

		Candidate 1	Candidate 2	Candidate 3	Candidate 4	Candidate 5	Overall Competency Strength
Diversity	Gender/ethnic						
Governance	Board experience						
Technical	Finance						
	Investmnet						
	Impact Investing						
	Legal / charities						
	Philanthropy/Grant-making						
	Understanding Government						
	Non-profit Sector						
Strategic	Strategic Minded						
	Resourceful/ Connections						
	Entrepreneurial						
Lived-experience							
Community Development							
Family							

NOTES:

