

## CDCB Board Evaluation Questionnaire

Welcome to the CDCB Board Evaluation Questionnaire.

Your participation is crucial, and your answers will remain confidential. By virtue of contributing to this process, it sends the message to others that the Board is interested in improving itself.

Questions should be answered by all Board members. Select the response that best reflects your opinion. The rating scale for each statement is: Strongly Agree; Agree; Neither Agree Nor Disagree; Disagree; Strongly Disagree.

### A. How Well Has the Board Done Its Job?

1. CDCB has a three to five-year strategic plan or a set of clear long range goals and priorities.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

2. The board's meeting agenda clearly reflects our strategic plan or priorities.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

3. The board has ensured that CDCB also has a one-year operational or business plan.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

4. The board gives direction to staff on how to achieve the goals primarily by setting or referring to policies.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

5. The board ensures that CDCB accomplishments and challenges are communicated to members and stakeholders.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

6. The board has ensured that members and stakeholders have received reports on how CDCB has used its financial and human resources.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

7. The Board meetings are conducted in a manner that ensures open communication, meaningful participation and timely resolution of issues.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

**B. How Well Has The Board Conducted Itself?**

8. Board members are aware of what is expected of them.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

9. The agenda of board meetings is well planned so that we are able to get through all necessary board business.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

10. It seems like most board members come to meetings prepared.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

11. We receive written reports to the board in advance of our meetings.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

12. All board members participate in important board discussions.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

13. We do a good job encouraging and dealing with different points of view.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

14. We all support the decisions we make.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

15. For whatever reason, if a board member is not making an appropriate contribution, we address the issue constructively and fairly.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

16. The board has planned and led the orientation process for new board members.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

17. The executive sessions are candid, constructive and conducted in a manner where there can be civil disagreement and critical questioning.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

18. The Board is doing an adequate job of succession planning for the CEO and other management positions.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

19. As a Board, we place the best interests of the company above those of any individual board member.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

**C. Board's Relationship with the CEO**

20. There is a clear understanding of where the board's role ends, and the CEO's role begins.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

21. There is good two-way communication between the board and the CEO.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

22. The board trusts the judgment of the CEO.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

23. The Board provides direction to the CEO by setting new policies or clarifying existing ones.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

24. The board has discussed and communicated the kinds of information and level of detail it requires from the CEO on what is happening in CDCB.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

25. The board has developed formal criteria and a process for evaluating the CEO.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

26. The board, or a committee of the board, has formally evaluated the CEO within the past 12 months.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

27. The board evaluates the CEO primarily on the accomplishment of CDCB strategic goals and priorities and adherence to policy.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

28. The board provides feedback and shows its appreciation to the CEO on a regular basis.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

29. The board ensures that the CEO is able to take advantage of professional development opportunities.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

**D. Performance Of Individual Board Members** (Not to be shared)

30. I am aware of what is expected of me as a board member.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

31. I have a good record of meeting attendance.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

32. I read the minutes, reports and other materials in advance of our board meetings.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

33. I am familiar with what is in CDCB's by-laws and governing policies.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

34. I frequently encourage other board members to express their opinions at board meetings.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

35. I am encouraged by other board members to express my opinions at board meetings.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

36. I am a good listener at board meetings.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

37. I follow through on things I have said I would do.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

38. I maintain the confidentiality of all board decisions.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

39. When I have a different opinion than the majority, I raise it.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

40. I support board decisions once they are made even if I do not agree with them.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

41. I promote the work of CDCB in the industry whenever I have a chance to do so.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

42. I stay informed about issues relevant to our mission and bring information to the attention of the board.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

**E. Feedback to the Chair of the Board**

43. The board has discussed the role and responsibilities of the Chair.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

44. The Chair is well prepared for board meetings.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

45. The Chair helps the board to stick to the agenda.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

46. The Chair ensures that every board member has an opportunity to be heard.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

47. The Chair is skilled at managing different points of view.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

48. The Chair can be tough on us as a group when we get out-of-line.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

49. The Chair knows how to be direct with an individual board member when their behavior needs to change.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

50. The Chair helps the board work well together.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

51. The Chair demonstrates good listening skills.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

52. The board supports the Chair.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

53. The Chair is effective in delegating responsibility amongst board members.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

54. What do you consider the Board's greatest strength?

55. Conversely, in your view, what is the Board's greatest weakness?