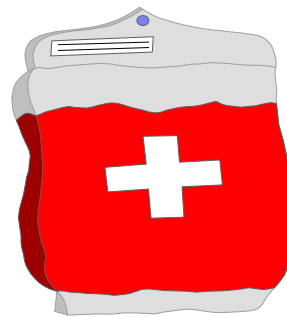




# EVALUATING YOUR ORGANISATION



**Published by North Shore Community and Social Service Inc  
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**ISBN 09582044-5-4**

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# CHECKLIST FOR BOARDS

This checklist has been adapted from an American model “The Basic Management Concept of Voluntary Organisations”. We acknowledge the work by 1983 Voluntary Management Press Inc and feel this model (slightly adapted for New Zealand Not for Profit organisations) will be an invaluable and affordable learning tool for your organisation.

Enjoy using this evaluation. Do not view the process as threatening or judgmental but rather as an opportunity for growth that will confidently take your organisation into the new Millennium.

## **INTRODUCTION**

To maintain high standards of effectiveness and efficiency, a board of directors must take the time to establish a process to periodically review its performance. All too often this is done at infrequent intervals, without structure and follow-through or in crisis.

If a board of directors is to fulfill its function as the collective of its organisation, prudence would suggest a systematic review of its performance. Performance can only be evaluated through the individual and combined perceptions of the board’s effectiveness and efficiency.

In order to focus these perceptions, a set of criteria is required. In this way a common framework and vocabulary is established allowing participants to communicate clearly, with decreased chances of misunderstanding.

Although no two boards of directors look or act exactly the same way, there are structural/functional, as well as, operational dynamics which all successful boards have in common. These common characteristics which are the criteria (or yardsticks) which should be used to measure the strengths, weakness, and prospects of success of any existing organisation. The structural/functional criteria are listed below. These are the categories of activities which all successful nonprofit must undertake and over which all nonprofit boards exercise their responsibilities: these commonalties comprise the “culture of the voluntary sector”. In short, the structural/functional criteria define the “what” of board responsibilities, the operational criteria define the “how” in order to effectively and comprehensively evaluate the performance of your board of directors, your self-assessment instrument presented on page 7 through 15 is proposed to do this. The criteria are divided into eight key result (K.R.A.’s) designed to measure each of these criteria.

The “what” which must be measured, lends itself to objective categorisation-as we have shown in the management framework . “Management Divisions for a Voluntary Organisation”, which appears on the opposite page. Items used in the self-Assessment instrument to measure this dimension were designed to explore board performance in each of the five Management divisions and these divisions are:

These division are:

**PROGRAM SERVICES**

This is the delivery of the purpose or mission of the voluntary organisation to its selected clients. All direct and indirect services are located here. The only recommendation for services is that all organisations should practice advocacy – for their clients and voluntarism.

**RESOURCE DEVELOPMENT**

There are three basic which must be brought to a voluntary organisation: *image* (What the public thinks about the voluntary organisation; a blend of publicity and public relations); *volunteers*, both program (service) and board; and *support*; from the public and private sector. The private sector includes annual giving, planned giving and capital giving.

**BUSINESS**

Sound fiscal management through the budget process; control and analysis; the management of property and equipment; and the management of investments and earning income.

**PERSONNEL**

A strong personnel program designed to support all paid employees, professional, paraprofessional, service, clerical and part-time.

**MANAGEMENT**

It is the task of management to assure that services delivery and supportive services to service delivery are coordinated and function effectively and efficiently.

The “how” which must be measured has-to date-not been objectified in the form of a universal framework or model describing the culture of nonprofits. The self-assessment items designed to measure this dimension have, therefore, been drawn from the issues, problems, and questions with which the authors have dealt during more than a decade of administering, researching, training, and consulting to voluntary organisations throughout the country. While we are confident comprehensively cover every facet of this dimension. Therefore, the board committee designated to supervise your Board Self-Assessment should first review this instrument and freely add items which address unique aspects of the culture of your organisation. (Be sure to adjust the scoring procedure appropriately.) The authors encourage readers to send copies of these questions to us via the Voluntary Management Press so as to expand the scope and comprehensiveness of this instrument in future printings.

## **PREPARING FOR AND IMPLEMENTING CHANGE**

If a board of directors is to maintain its vigour and effectiveness. Then regular self-assessment, although painful, is necessary.

It is painful because the self –assessment may reveal serious issues which would affect the direction and structure of the organisation and perhaps reflect on the roles and performance of specific board members. These revelations will call for change... and change, if not dealt with properly, can cause negative reactions which will undermine any attempt at useful action based on this self-assessment.

Because the very concept of change presents a threat to the assessment process (ie people may resist the process because they fear or resent the change which might result), “change” must be addressed early in a self-assessment program.

## **WHY DO PEOPLE RESIST CHANGE?**

### **Fear of the unknown**

The uncertainty as to what change will mean in terms of established behaviour patterns, relationships, and organisational structure will make some people uncomfortable and resistant. Change shakes up the routine and poses a threat to security.

### **Vested interests are jeopardised:**

Sometimes power, authority, and status are tied to the existing condition. Changes could result in personal loss, causing resistance.

### **Values, tradition, and standards are threatened:**

The introduction of a new organisational culture or series of behavioural expectations can generate equal and opposite resistance for those who are set in their ways.

Other-less prevalent-motives for resisting change are explored in great detail in the literature of the sciences of organisation behaviour and social psychology.

## **HOW CAN YOU COPE WITH (MANAGE) THIS RESISTANCE?**

Provide a clear framework of how change will be approached with names and dates assigned to each phase of planning and implementation.

Be sure that all affected individuals are involved in the change effort at the outset.

Make sure that information/communication are open, candid, timely, and flow in both directions.

An atmosphere conducive to change must be created. Each individual is important. Goals and objectives must be clearly identified. In the process of change, individuals are asked to give something up. The “something else” must be demonstrably better than what is to be given up.

Without adequate preparation, attempting to institute massive changes will only result in massive resistance.

## **CONTINUOUS RENEWAL**

The Self-Assessment should be viewed only as a first step in a process designed to bring about constructive board behavioural change and self renewal. This process can be illustrated:

- |                                       |  |
|---------------------------------------|--|
| <b>SELF ASSESSMENT</b>                | Designed to uncover the perceptions of board volunteers and staff as to board function and operation.  |
| <b>A TRAINING EVENT FOR FRAMEWORK</b> | A training event to bring the board of directors and staff to a common understanding and agreement as to how the board is to function.   |
| <b>A PLAN OF ACTION</b>               | The steps required to bring about the desired shape and action of the board of directors.  |
| <b>MONITOR PROGRESS</b>               | Monitoring the progress of the implementation of the plan of action.   |
| <b>SELF ASSESSMENT</b>                | Administering the Self-Assessment again and again periodically (we suggest annually) to check on the effectiveness of the plan. When a pattern of confusion or diverse opinions is uncovered then this cycle must be repeated. |

## **USING THIS SELF-ASSESSMENT INSTRUMENT**

Caution: This instrument should not be used by itself!

It should be part of an organisational commitment to examine the organisation's entire planning process. It is one of several data collecting instruments to provide a basis for planning an organisation's future direction.

We commend that you use this self-assessment instrument along with those developed to help assess each component of your organisational planning process. Such use sharply increases the instrument's effectiveness and reduces the anxieties that such a process of organisation self-evaluation inevitably produces.

The boards of director's self-assessment produces only data upon which planning decisions can be made. **The ultimate evaluation of an organisation must be in terms of progress towards the organisation's purpose through measurable achievement of the goals and objectives that flow from this planning process.**

## **IMPLEMENTING THIS SELF-ASSESSMENT**

- 1 First the board must agree/vote to undertake a performance evaluation and then establish a sub committee to supervise the process and to present the result to the board.
- 2 The committee should develop a Self-Assessment instrument (using this model intact or a model, adding to it or discarding it completely for a self-development instrument). The Self-Assessment should then be distributed to all Board volunteers for their responses. Board volunteers should be encouraged to amplify their responses in anyway and to offer additional information.
- 3 Board members should mail their self-assessment to the chairperson of the committee anonymously using a self-addressed stamped envelope provided with the self-assessment instrument.
- 4 After all data is collected, copies of the compiled data should be mailed to the board volunteers.
- 5 The committee should then take a report to the board showing the results with specific attention given to those areas which show diverse opinion, confusion or a number of “I don’t know”.
- 6 The board, with staff, should consider recommendations on how to proceed with taking action on the issues identified in the Self-Assessment.
- 7 The individual profile sheets can be used for identifying the individual perceptions of key board volunteers and staff by using one profile sheet and superimposing graph representing the profiles of others in different colours. This is an easy way to assist individuals in identifying each other’s perceptions as a step towards understanding.

## **HOW TO USE THIS EVALUATION**

There are eight Key Results Areas in this Self-Assessment:

Key Result Area I	Personal
Key Result Area II	Board Organisation
Key Result Area III	Meetings
Key Result Area IV	Communication
Key Result Area V	Decision Making
Key Result Area VI	Board Staff Relationships
Key Result Area VII	The Board Membership Process
Key Result Area VIII	The Board at Work

To measure performance in each of these areas a number of standards have been identified. They are in the form of statements with four possible answers:

Y___Yes:	Our board is adequately functioning in this standard
N___No:	Our board in not adequately functioning in this standard
P___Partially:	Our board is only partially functioning in this standard
D___Don't know	This would suggest some fact finding and/or introspection is needed

Once each standard has been answered under a Key Result Area, calculate the number of Yes, No and Partially answers, place these numbers on the bottom of the last page of the Key Result Area and complete the necessary arithmetic.

After all Key Result Areas are completed, turn to the enclosed SELF-ASSESSMENT Profile scoring sheet and

1. Transfer your scores from the end of each Key Result Area in the monograph by circling that number in the appropriate KRA column in the profile scoring sheet.
2. After the KRA column are completed, connect the dots on the scoring sheet. The result is a graph or profile of the board of directions as you perceive it.

The term “Board” covers the governing committee of your organisation whether you call it the executive committee, management committee, working committee or some other term.

## KEY RESULT AREA I PERSONAL

### STANDARDS

1. The functions of the board are clearly defined.	Y	N	P	D
2. I understand and accept those functions.	Y	N	P	D
3. The role of individual board members are clearly defined.	Y	N	P	D
4. I understand and accept those roles.	Y	N	P	D
5. I understand the purpose and goals of my organisation and am comfortable in discussing them with people outside my organisation.	Y	N	P	D
6. I support those purpose and goals both within and outside the organisation.	Y	N	P	D
7. With respect to the legal aspect of board membership, the board has a formal plan, and supported policies covering board volunteer liability.	Y	N	P	D
8. I feel an acceptance by the board as a whole, with a recognition of my individuality.	Y	N	P	D
9. I feel that I have the opportunity to fully participate in the affairs of my organisation.	Y	N	P	D
10. I am helped to improve my knowledge and skills as a board member and to evaluate my contribution (Performance) to the board.	Y	N	P	D
11. I am able to place my organisations larger issues over my personal feelings and wants.	Y	N	P	D

Number of Y \_\_\_\_\_ x 2 = \_\_\_\_\_

Number of N \_\_\_\_\_ x 0 = \_\_\_\_\_

Number of P \_\_\_\_\_ x 1 = \_\_\_\_\_

Number of D \_\_\_\_\_ x 0 = \_\_\_\_\_

Total \_\_\_\_\_





*Circle appropriate number in the K.R.A - I column on the Profile Sheet.*

## KEY RESULTS AREA II - BOARD ORGANISATION STANDARDS

1. The board has a concise, yet comprehensive, set of policies clearly outlining the procedures and responsibilities of the board.	Y	N	P	D
2. These policies have been reviewed in the past three years.	Y	N	P	D
3. The board has enough members to monitor the continuing of business of the board.	Y	N	P	D
4. There are a number of ad hoc committees or task forces which come into being to do a job and then disband.	Y	N	P	D
5. There are outlines of responsibilities of each subcommittee, ad hoc committee or task force.	Y	N	P	D
6. These are reviewed annually.	Y	N	P	D
7. There is a clear-cut organisational chart of the board.	Y	N	P	D
8. There is a clear-cut organisational chart of the staff.	Y	N	P	D
9. There is a clear-cut organisational chart showing the relationship between the board and the staff organisation	Y	N	P	D
10. All board members are on at least one sub committee.	Y	N	P	D
11. There is a broad representation of interests on the committees.	Y	N	P	D
12. Staff with the same responsibilities as a committee or task force are assigned as staff support to the committee or task force	Y	N	P	D
13. People who will be named to chair committees have been contacted and commitment made before the announcement of their appointment is made.	Y	N	P	D
14. I feel the present board organisation allows for sufficient attention to the board's work.	Y	N	P	D
15. There is sufficient opportunity for rotation of officers and committee chairpersons.	Y	N	P	D
16. The limit of the powers of the Board are clear in the policies or constitution.	Y	N	P	D
17. The position of board Chairperson/President is filled by fair election and is not monopolised by one individual.	Y	N	P	D
18. The responsibility for supervising committee chairpersons and for the functioning of all committees rests with the Chairperson/President of the Board of Directors, not the staff.	Y	N	P	D

Number of Y \_\_\_\_\_ x 2 = \_\_\_\_\_

Number of N \_\_\_\_\_ x 0 = \_\_\_\_\_

Number of P \_\_\_\_\_ x 1 = \_\_\_\_\_

Number of D \_\_\_\_\_ x 0 = \_\_\_\_\_

Total \_\_\_\_\_



***Circle appropriate number in the K.R.A II column on the Profile Sheet.***

## KEY RESULTS AREA III – MEETINGS

### STANDARDS

1. The number and duration of board meetings are adequate to conduct the board's business.	Y	N	P	D
2. Board and committee procedures follows an agreed pattern.	Y	N	P	D
3. Agendas are jointly constructed by the chairperson and the staff assigned.	Y	N	P	D
4. Agenda approval is the first item on any meeting agenda with board volunteers feeling free to recommend amendments, deletions and/or additions.	Y	N	P	D
5. Agenda and previous meeting minutes are sent out in advance Concise background material is sent out to assist my comprehension of the issues involved.	Y	N	P	D
6. Minute-taking is an assigned function, enabling full participation by all board volunteers	Y	N	P	D
7. We have adequate attendance at board/committee meetings, with at least a majority of members present.	Y	N	P	D
8. Staff are adequately involved in board/committee meetings.	Y	N	P	D
9. Board meetings are set well in advance with a reminder as each meeting approaches.	Y	N	P	D
10. Our meetings are achievement oriented. Our productivity is high, working hard at important issues.	Y	N	P	D
11. Board/committee meetings begin and end on time.	Y	N	P	D
12. Board meetings are for board members. In the board meeting is the time spent on reports and discussion roughly 75% by board members, 25% by staff?	Y	N	P	D

### TOTALS (carry total to next page)

Number of Y \_\_\_\_\_ x 2 = \_\_\_\_\_

Number of N \_\_\_\_\_ x 0 = \_\_\_\_\_

Number of P \_\_\_\_\_ x 1 = \_\_\_\_\_

Number of D \_\_\_\_\_ x 0 = \_\_\_\_\_

Total \_\_\_\_\_



*Circle appropriate number in the K.R.A - III column on the Profile Sheet.*

## KEY RESULT AREA IV – COMMUNICATION

### STANDARDS

In the space below, list all the types of written communication your board receives. Next to each item, place the number of items the board receives that particular piece (weekly, monthly, twice a year, annually, etc). Written communication includes regular items (such as minutes, newsletter, annual reports) and special items as newspaper about a program.

1. The board receives the above listed items on a regular basis.	Y	N	P	D
2. These communications adequately provide the information you require to be knowledgeable of what is occurring across the organisation.	Y	N	P	D
3. The organisation carries our adequate public information programs.	Y	N	P	D
4. Board volunteers are informed of these programs.	Y	N	P	D
5. Negative information is shared with you as well as that which reflects well on the organisation.	Y	N	P	D
6. Board volunteers pay enough visits to the facilities to experience programs.	Y	N	P	D
7. There is adequate communication from board chairperson to board members.	Y	N	P	D
8. There is adequate communication from board to chairperson.	Y	N	P	D
9. From staff chief executive to board volunteers.	Y	N	P	D
10. From board members to staff chief executive.	Y	N	P	D
11. From board to clients.	Y	N	P	D
12. From clients to board.	Y	N	P	D
13. From board to staff.	Y	N	P	D
14. From staff to board.	Y	N	P	D
15. From board to community.	Y	N	P	D

Number of Y \_\_\_\_\_ x 2 = \_\_\_\_\_

Number of N \_\_\_\_\_ x 0 = \_\_\_\_\_

Number of P \_\_\_\_\_ x 1 = \_\_\_\_\_

Number of D \_\_\_\_\_ x 0 = \_\_\_\_\_

Total \_\_\_\_\_ →



***Circle appropriate number in the K.R.A - IV column on the Profile Sheet.***

## KEY RESULT AREA V – DECISION MAKING STANDARDS

1. Decisions are made on board participation basis rather than by a small group.	Y	N	P	D
2. When decisions are made, staff who will be affected by the decision are consulted.	Y	N	P	D
3. Staff are able to influence board decisions.	Y	N	P	D
4. Staff provides appropriate background materials when they bring matters to the board.	Y	N	P	D
5. The decision-making process is designed to motivate those who must carry out the decision.	Y	N	P	D
6. Board volunteers are aware of the problems their decisions might create at the lower levels of the organisation.	Y	N	P	D
7. Staff conscientiously attempts to implement board decisions.	Y	N	P	D
8. Staff accepts a negative decision by the board and acts within the board's directives.	Y	N	P	D
9. The board monitors implementation of their decisions.	Y	N	P	D
10. Decisions made are consistent with the stated goals and objectives of the organisation.		Y	N	P
D				
11. Staff are careful to make decisions only within their authority.	Y	N	P	D
12. In matters brought before the board, there is a balance between those matters which are referred by staff (proforma) and those which originate in the board.	Y	N	P	D
13. The sub committees function well and do not impinge on the board's authority.	Y	N	P	D
14. When the sub committees meet and report fully at the next board meeting on actions.	Y	N	P	D
15. The board feels free to reverse any action taken by the sub committee.	Y	N	P	D
16. New and innovative ideas are heard with openness.	Y	N	P	D
17. There is continuity with the decisions of the past.	Y	N	P	D
18. When decisions are made, next steps are outlined with target dates, responsibilities are assigned and a review is scheduled.	Y	N	P	D
19. Adequate data is available to make decisions	Y	N	P	D

Number of Y \_\_\_\_\_ x 2 = \_\_\_\_\_

Number of N \_\_\_\_\_ x 0 = \_\_\_\_\_

Number of P \_\_\_\_\_ x 1 = \_\_\_\_\_

Number of D \_\_\_\_\_ x 0 = \_\_\_\_\_ Total \_\_\_\_\_ →



*Circle appropriate number in the K.R.A -*

**KEY RESULT AREA VI – BOARD/STAFF RELATIONSHIPS STANDARDS**

1. There are a close, trustful and harmonious relationship between they chairperson of the board and the staff chief executive.	Y	N	P	D
2. There is a close, trustful and harmonious relationship between the chairperson and the committees and the staff assigned as support.	Y	N	P	D
3. Although the chief executive is the principle liaison between board and staff, there exists a comfortable, trustful relationship between board volunteers and staff members.	Y	N	P	D
4. There are adequate opportunities for effective two-way communication between board and staff.	Y	N	P	D
5. The board exercises the right degree of authority over the staff chief executive.		Y	N	P
D				
6. I have never been approached by a staff person outside of the proper channels to influence a decision.	Y	N	P	D
7. The difference between policy and implementation is clearly understood and accepted by board and staff.	Y	N	P	D
8. Crossovers by board or staff into the other’s responsibilities are handled immediately and diplomatically.		Y	N	P
D				
9. The distinction between a board’s advisory and trustee roles is clearly understood and accepted by board and staff.	Y	N	P	D
10.The board has a formal method of appraising the performance of the staff executive in a fair and timely fashion.	Y	N	P	D
11.There is an understood and accepted staff grievance procedure.	Y	N	P	D
12.Is there a clear definition of the authority delegated to the staff chief executive?	Y	N	P	D

Number of Y \_\_\_\_\_ x 2 = \_\_\_\_\_

Number of N \_\_\_\_\_ x 0 = \_\_\_\_\_

Number of P \_\_\_\_\_ x 1 = \_\_\_\_\_

Number of D \_\_\_\_\_ x 0 = \_\_\_\_\_

Total \_\_\_\_\_



*Circle appropriate number in the K.R.A - VI column on the Profile Sheet.*

## KEY RESULT ARE VII – THE BOARD MEMBERSHIP PROCESS STANDARDS

1. There are criteria set up for the type of board members required to achieve the work of the board.	Y	N	P	D
2. Individuals are selected and recruited based on these criteria.	Y	N	P	D
3. These criteria relate directly to goals and objective of the organisation.	Y	N	P	D
4. The board has in writing: (maybe policies)				
A recruitment procedure.	Y	N	P	D
An orientation program	Y	N	P	D
A continuing education program.	Y	N	P	D
A recognition procedure.	Y	N	P	D
A resignation/exiting procedure.	Y	N	P	D
5. The new board members receive a manual clearly outlining their responsibilities, staff responsibilities, budget, purposes, goals, objectives, and board and staff organisational charts.	Y	N	P	D
6. The board elects its members for a specific term.	Y	N	P	D
7. Re-elections and carried out according to your constitution	Y	N	P	D
8. There is a limit to the number of terms a board member may serve.	Y	N	P	D
9. If there is a provision limiting the number of terms of re-election, an individual can be re-elected after a specified time.	Y	N	P	D
10. There is a process for evaluating the performance of board members	Y	N	P	D
11. Ethnic, racial and other minority groups are represented in proportion to the organisation's constituency.	Y	N	P	D
12. The board has a pool of qualified people available to fill vacancies.	Y	N	P	D
13. There is an appropriate blend of older and new board members	Y	N	P	D
14. The method of appointing the nominating subcommittees is clearly defined and understood by the board.	Y	N	P	D
15. Board members have the opportunity to participate in local, regional and national training programs.	Y	N	P	D
16. There is a clear responsibility for the board membership process.	Y	N	P	D
17. A board members performance is appraised at the expiration of the designated term. With inactive members diplomatically asked not to stand for re-election.	Y	N	P	D
18. You are influential in the board membership process.	Y	N	P	D
19. The entire board participates in the board membership process.	Y	N	P	D
20. Staff can influence the board membership process.	Y	N	P	D

Number of Y \_\_\_\_\_ x 2 = \_\_\_\_\_

Number of N \_\_\_\_\_ x 0 = \_\_\_\_\_

Number of P \_\_\_\_\_ x 1 = \_\_\_\_\_

Number of D \_\_\_\_\_ x 0 = \_\_\_\_\_

**Total** \_\_\_\_\_ ↗



*Circle appropriate number in the K.R.A -*

**KEY RESULT AREA VIII – THE BOARD AT WORK  
STANDARDS**

1. The board has a comprehensive one, three and five year plan outlining where the organisation ought to be in the future	Y	N	P	D
2. The board has an annual plan that is in harmony with the long-range plan.	Y	N	P	D
3. The board does its planning before initiating a budget process.	Y	N	P	D
4. There is adequate staff assistance for clerical work, etc.	Y	N	P	D
5. Board members are generally accessible to staff.	Y	N	P	D
6. Staff share relevant information with the board even though it may reflect negatively on staff work.	Y	N	P	D
7. Board members fulfill their commitments.		Y	N	P
D				
8. The board is willing to discuss and take action on controversial issues.	Y	N	P	D
9. There is an adequate and definite process for data collection to facilitate board decision making.	Y	N	P	D
10. Board meetings reflect free and wide-ranging discussions, full participation and respect for divergent opinion.	Y	N	P	D
11. Board meetings generally focus on policy, review, evaluation, reports of committee and task forces.	Y	N	P	D
12. Members of the board committee accept other board members and appreciate their strengths while understanding their weakness	Y	N	P	D
13. If board members find themselves in a minority position, they support the majority position as long as they remain a part of the board.	Y	N	P	D
14. Routine matters are handled without time-taking discussion.	Y	N	P	D
15. Minutes of board and committee meetings are circulated to board members.	Y	N	P	D
16. Reports of committee meetings are made to the board in a timely fashion.	Y	N	P	D
17. The work of the committee is coordinated and monitored by the executive committee or board.	Y	N	P	D
18. The board is composed of culturally-diverse individuals.	Y	N	P	D
19. The board is composed of culturally-diverse individuals, and they have been trained to work together.	Y	N	P	D
20. Board, members are able to communicate within each others' experience, giving full respect to each others' values.	Y	N	P	D
21. The board is adequately aware of ethnic concerns.	Y	N	P	D
22. Board members are aware of and accept the board functions. (Function are responsibilities of the board as a whole.)	Y	N	P	D
23. Board members are aware of and accept the board volunteer role (Role are responsibilities of individual board members.)	Y	N	P	D

24.Board members are aware of and accept the staff functions.	Y	N	P	D
Board members are aware of and accept the staff roles.	Y	N	P	D
25.Individual board members do not attempt to represent the board outside of board meetings without board sanction.	Y	N	P	D
26.The board considers issues on the local, regional and national level within the organisation's purpose.	Y	N	P	D
27.Board members support staff if they are unjustly criticised.	Y	N	P	D
28.The board conducts a review annually of its own work.	Y	N	P	D
29.The board collaborates with other agencies in the community and is familiar with their programs and activities.	Y	N	P	D
30.The board has scheduled its own continuing education programs, including at least one meeting annually without the pressures of a formal board or committee business meeting.	Y	N	P	D

**Point Value**

**31.How are difference and disagreements between board members handled? (Circle one and add point value to total.)**

- Disagreements are usually ignored 0
- Sometimes disagreements are accepted and worked through, sometimes they are ignored. 1
- Disagreements are usually accepted as necessary and desirable and worked through 2

**32.How are disagreements between staff and board volunteers handled? (circle one and add point value to total.)**

- Disagreements are usually ignored 0
- Sometimes disagreements are accepted and worked through, sometimes they are ignored. 1
- Disagreements are usually accepted as necessary and desirable and worked through. 2

Number of Y \_\_\_\_\_ x 2 = \_\_\_\_\_

Number of N \_\_\_\_\_ x 0 = \_\_\_\_\_

Number of P \_\_\_\_\_ x 1 = \_\_\_\_\_

Number of D \_\_\_\_\_ x 0 = \_\_\_\_\_

Total \_\_\_\_\_



***Circle appropriate number in the K.R.A - VIII column on the Profile Sheet.***

**INDIVIDUAL SCORE SHEET  
VOLUNTARY GOVERNING BOARD OF DIRECTORS SELF-  
ASSESSMENT PROFILE**

**(Circle your scores in appropriate column -  
(estimate your position if exact score is not shown).)**

Name \_\_\_\_\_  
(Optional)

Date \_\_\_\_\_

KRA I	KRA II	KRA III	KRA IV	KRA V	KRA VI	KRA VII	KRA VIII	
22	38	24	30	38	24	40	68	A GOOD BOARD <input checked="" type="checkbox"/> 😊
21						38	63	
20	32	21	28	35	21	35	61	
19	31	20	27	34	20	34	60	CAUTION PITFALLS AHEAD 🚧
18	29			31		31	57	
17	26	17	24	29	17	29	53	
16	25	16	23	28	16	28	52	MUCH WORK NEEDS TO BE DONE 📞 Maybe you need some help
	19		18	21		21	39	
8	13	8	13	14	8	14	26	
	7		7	8		8	13	
1	1	1	1	1	1	1	1	

## SCORE SHEET

(Circle the computed individual scores in appropriate column - (estimate your position if exact score is not shown).)

The result is your organisational profile

### VOLUNTARY GOVERNING BOARD OF DIRECTORS SELF-ASSESSMENT PROFILE

Name of Organisation \_\_\_\_\_

Date \_\_\_\_\_

KRA I	KRA II	KRA III	KRA IV	KRA V	KRA VI	KRA VII	KRA VIII	
22	38	24	30	38	24	40	68	A GOOD BOARD <input checked="" type="checkbox"/> 😊
21						38	63	
20	32	21	28	35	21	35	61	
19	31	20	27	34	20	34	60	CAUTION PITFALLS AHEAD ⚠
18	29			31		31	57	
17	26	17	24	29	17	29	53	
16	25	16	23	28	16	28	52	MUCH WORK NEEDS TO BE DONE 📞 Maybe you need some help
	19		18	21		21	39	
8	13	8	13	14	8	14	26	
	7		7	8		8	13	
1	1	1	1	1	1	1	1	

Adapted from "Board of Directors Self-Assessment - William R Conrad Jr. Management Monographs and Voluntary Management Press.

### **FURTHER HELP**

If you require further assistance with planning, policies or procedures refer to our list of other resources books and Fact Sheet.