TITLE	Board, Chair, and Member Evaluation
POLICY NUMBER	2.28
DOMAIN NAME	Governance
NEXT REVIEW DATE	**14 September 2019**
DATE OF APPROVAL	14 September 2022
ISSUING AUTHORITY	Tłı̨chǫ Community Services Agency
ACCREDITATION STANDARD	Governance Standard 13.6, 13.7

POLICY AND GUIDING PRINCIPLE:

The Tłı̨chǫ Community Services Agency (TCSA) Board members are committed to Board evaluation, the purpose of which is to provide the Board members with an opportunity each year to examine how the Board, the Board chair, the Board members, and Board committees and committee chairs are performing, and to identify opportunities for improvement.

PURPOSE/RATIONALE:

Board and Board Chair evaluations, and Board Member self-evaluations are intended to increase the performance of the board as a group as well as enhance individual effectiveness. Results can be used for strategic planning, education, re-appointments, and identification of missing competencies on the Board.

The board in evaluation process is to assist the Board to:

- Assess the overall performance of the Board
- Measure the contributions made by the Board to TCSA;
- Evaluate the mechanisms in place for the Board to operate effectively and make decisions in the best interests of TCSA;
- Add value to TCSA; and
- Achieve and maintain excellent governance practices.

DEFINITIONS: N / A

SCOPE/APPLICABILITY:

Compliance with this document is required by all TCSA Board members.

PROCEDURE:

1. Annually, in September, each Board member, including the Chair, will complete an evaluation on:
    a. The TCSA Board in the areas of Governance, Board Operations, Board Culture
    b. Board member self-evaluation
    c. Chair evaluation

2. Responses will be collected by the TCSA Quality Assurance and Risk Manager or delegate
3. A summary will be provided at the following Board meeting
4. All responses will be handled in confidence

Additional Information:

Board evaluation is designed to review the effectiveness of the Board. Typical assessments evaluate the following areas:

Board:

- The quality of Board meetings including appropriateness, effectiveness and sufficiency of: topics, time allocation, pre-meeting information packages and presentations;
- Board dynamics, including the quality of the discussion;
- The appropriateness and sufficiency of financial and operational reporting;
- The quality of the Board's relationships with TCSA Senior Management, The NTHSSA Leadership Council, the GNWT Department of Health and Social Services, the GNWT Department of Education, Culture, and Employment, and other relationships;
- TCSA's practices with respect to conduct and ethical behavior;
- Board processes with respect to risk management, CEO evaluation succession and compliance; and

Board Chair:

- Integrity and ethics;
- Management of Board meetings;
- Management of information flow between the Board and management;
- Management of the Board's decision-making processes;
- Relationship with the CEO;
- Relationship with Board Members; and
- Relationship with the Departments (HSS, ECE)

Board Members:

- Board member training and education
- Integrity and ethics

Board Committee:

- Board member training and education
- The appropriateness of the Committee's mandate;
- The composition of the Committee;
- The contributions of the Committee to the Council's work; and
- The quality of reporting to the Council.

PERFORMANCE MEASURES:

Board members will perform a Board evaluation in the areas of governance, Board Operations, and Board Culture on an annual basis.

Board members will perform a Board chair evaluation on an annual basis.

Board members will perform a self-evaluation on an annual basis.

CROSS-REFERENCES: N / A

ATTACHMENTS:

TCSA Board, Chair, Member – Annual Evaluation

REFERENCES:

1. Board and director evaluation. Government of Alberta https://www.alberta.ca/public-agency-evaluation.aspx

APPROVAL:

Reviewed and Approved By: _____ Sept 16, 2019
(Chairperson, Date)

Reviewed and Approved By: _____ Sept 16, 2019
(Chief Executive Officer, Date)

Attachment 1

TCSA Board Member – Annual Self-Evaluation

The Tłı̨chǫ Community Services Agency (TCSA) Board members are committed to Board evaluation, the purpose of which is to provide the Board members with an opportunity each year to examine how the Board, the Board chair, the Board members, and Board committees are performing, and to identify opportunities for improvement.

Instructions: Please complete the following self-assessment in relationship to your participation in TCSA Board work. Responses will be collected by the TCSA Quality Assurance and Risk Manager, and a summary will be provided at the following Board meeting. All responses will be handled in confidence.

Name:
Community:
Board member since:

GOVERNANCE The TCSA follows a governance model where the Board governs through policies that define the relationship between the Board, the Minister of Health and Social Services, the Minister of Education Culture and Employment, the Minister of Aboriginal Affairs, the Tlicho Government, and the Tlicho Community Governments. **Rate the following aspects of the TCSA Boards governance performance:**				
	Poor	**Fair**	**Good**	**Excellent**
Establishing strategic directions for the agency				
Monitoring CEO performance				
Developing and maintaining effective governance policies				
Ensuring appropriate organizational policies are in place				
Ensuring effective risk management				
Exercising effective control over TCSA's financial affairs				
Placing the good of the agency over any individual interests				
Presenting a positive profile of the agency in the community				
Ensuring effective board and CEO succession planning				

If you gave a response of "poor" or "fair" to any of the items related to governance, please elaborate below: (specify the category)

BOARD OPERATIONS

This next series of questions addresses the structure and ongoing operations of the board. Think of your own involvement with the other Board Members, and **Indicate your level of agreement or disagreement with each of the following statements**.

Rate the following aspects of the TCSA Boards governance performance:

	Poor	Fair	Good	Excellent
The board is dealing with important issues				
Board members represent a variety of philosophical perspectives				
Decisions are made based on accurate and timely information				
The skill mix on the board is adequate to do the job				
There is a clear distinction between Board and CEO roles				
The Board asks constructive questions				
The Board keeps abreast of relevant trends, events, and emerging issues				
There are sufficient appropriate professional development opportunities for board members				
Board members have the necessary resources and supports to do their job				
The Board functions objectively and independently, without				

undue influence from management				
The Board had adequate information to monitor organizational performance				
	Too Few	**Sufficient**	**Too Many**	**Not Sure**
The number of Board meetings is:				
The number of Board directors is:				
The number of Board committees (Governance, Ethics, Audit & Finance, HR & Compensation) is:				
BOARD CULTURE **Indicate your level of agreement or disagreement with each of the following statements related to the attitudes, values, and group dynamics of the TCSA Board.**				
	Poor	**Fair**	**Good**	**Excellent**
The members of this board work well together				
Board members are committed and loyal to the agency				
I believe my comments are respected by others				
I feel comfortable in "speaking my mind" at board meetings				
Flexibility, adaptability, and forward thinking is valued				
Communication is open, honest, and transparent				
There is a good team spirit				
Constructive dissent is encouraged				
Any conflict among board members is acknowledged and addressed				
Once consensus on an issue has been reached the board speaks with one voice				

If you gave a response of "poor" or "fair" to any of the items related to governance, please elaborate below: (specify the category)

Please list three to five points on which you believe the board should focus its attention in the next year. Be as specific as possible in identifying these points.

1.

2.

3.

4.

5.

BOARD MEMBER SELF-EVALUATION
Rate the following aspects of your own performance as a member of the TCSA Board over the past year:

	Poor	Fair	Good	Excellent
Attendance of meetings				
Preparation for meetings				
Participation at meetings				
Understanding of my roles and obligations as a member of the Board				
Understanding of the TCSA's mission, values, and goals				
Knowledge of the TCSA organization				

Understanding of relevant legislation and regulations				
Understanding of my role relative to senior management				
Awareness of relevant trends, events, and emerging issues				
Ability to provide financial oversight				
<u>Still thinking about your own involvement with the Board</u>, indicate your level of agreement or disagreement with each of the following statements:				
	Strongly Disagree	**Disagree**	**Agree**	**Strongly Agree**
I am committed and loyal to the agency				
I approach all issues objectively and am not unduly influenced by management or other stakeholders				
I communicate clearly and openly				
I ask relevant and constructive questions at board and committee meetings				
I listen to other Board members and respect their opinions				
I do a good job representing the TCSA to the members and community				
Overall, I make a positive contribution to the TCSA Board				
What is the **greatest single strength** that you bring to the board?				
What are your **professional development priorities** as a board member next year?				

How would you rate the **overall effectiveness** of the board in contributing to the mandate of the TCSA?
What do you believe is the **single most important strength** of this Board?
Are there any **obstacles** interfering with Board performance?

CHAIR EVALUATION
Rate the following aspects of TCSA's Chair's performance over the past year:

	Poor	Fair	Good	Excellent
Running effective meetings				
Working with the minister				
Working with CEO / senior management				
Working with the Department of Health and Social Services				
Working with the Department of Education, Culture, and Employment				
Working with other stakeholders				
Keeping Board members informed				
Representing the organization with members and the community				
Ensuring Board members are engaged in deliberations				

Creating a positive, team-oriented atmosphere				
Resolving conflict where necessary				
Supporting the work of the committees				