

Board Self-Assessment Evaluation Questionnaire

To be completed by the Chairperson and each Board member.

Scoring is as follows (select a score by clicking or tapping)

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

Board Self-Assessment Evaluation Questionnaire

Please ensure to save the PDF when you have entered your data.
You can rename the file if you wish.

Name of Organisation

Role on the Board

Chairperson

Non-Executive External Member

Other 

Period of assessment

Year ending 31st December [year]

Method of assessment

Internal evaluation – self-assessment

External evaluation – self-assessment

No of years serving the Board

From [month] [year] To [month] [year]

How many years in term

What year in the term

Board Self-Assessment Evaluation Questionnaire

SECTION A: ROLE OF THE BOARD

Each State body should be clear about its mandate and from that identify the various functions, roles and responsibilities entailed in the delivery of that mandate

Q.1 Are you satisfied that the Board has clearly documented its role and responsibilities, such as compiling a formal schedule of matters specifically reserved to it for decision (1.7).
What is working / what could be done differently?

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

Q.2 Are you satisfied that the formal schedule of matters reserved for decision by the Board is up-to-date and reviewed regularly? (1.7). *What is working / what could be done differently?*

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

Q.3 Are you satisfied that the Board, as a group, understands its role and responsibilities including its stewardship role? (8.5-8.7). *What is working / what could be done differently?*

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

Q.4 Are you satisfied that the Board has agreed the State body's strategic aims with the Minister and parent department, to the extent relevant, and ensured optimal use of resources to meet its objectives? (1.1). *What is working / what could be done differently?*

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

Board Self-Assessment Evaluation Questionnaire

SECTION A: ROLE OF THE BOARD [CONTINUED]

Q.5 Are you satisfied that the Board has ensured that the Chairperson keeps the relevant minister advised of matters arising in respect of the State body? (1.6). *What is working / what could be done differently?*

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

Q.6 Are you satisfied that the Board has fulfilled its key role in setting the ethical tone of a State body, not only by its own actions, but also in overseeing senior management and staff at all levels of the organisation? (1.2). *What is working / what could be done differently?*

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

Q.7 Are you satisfied that the Board has reviewed the controls and procedures adopted by the State body to provide itself with reasonable assurance that such controls and procedures are adequate to secure compliance by the State body with statutory and governance obligations? (1.3). *What is working / what could be done differently?*

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

Q.8 Are you satisfied that the Board has taken all necessary steps to make themselves aware of, and accessed all relevant information relating to, the State body, Government and the public sector as necessary? (1.5). *What is working / what could be done differently?*

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

Board Self-Assessment Evaluation Questionnaire

SECTION A: ROLE OF THE BOARD [CONTINUED]

Q.9 Are you satisfied that Board members have a sufficient understanding of the State body and the sector within which it operates? (1.5). *What is working / what could be done differently?*

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

Q.10 Are you satisfied that the Board has put in place a formal process for setting strategy including the preparation and adoption of a strategic plan? (1.15). *What is working / what could be done differently?*

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

Q.11 Are you satisfied that the Board has approved an annual plan and/or budget and formally undertaken an annual evaluation of actual performance by reference to the plan and/or budget? (1.9). *What is working / what could be done differently?*

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

Q.12 Are you satisfied that the State body's mission and vision have been defined and communicated to all levels within the organisation? (1.17). *What is working / what could be done differently?*

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

SECTION B: OVERSIGHT AGREEMENT

Government Departments should ensure that they have written oversight agreements with State bodies under their aegis which clearly define the terms of the State body's relationship with the relevant Minister/parent Department.

Q.13 Are you satisfied that the State body has a robust oversight agreement with the relevant Minister/parent department which clearly defines the terms of the State body's relationship with the relevant Minister/parent department? **(8.4)**. *What is working / what could be done differently?*

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

SECTION C: DIVISION OF RESPONSIBILITIES

There should be a clear division of responsibilities between leading and managing the Board and the executive responsibility for running the State body. No one individual should have unfettered powers of decision.

Q.14 Are you satisfied that the respective roles of the Chairperson and CEO of the State body have been established and documented by the Board? **(1.24)**. *What is working / what could be done differently?*

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

SECTION D: BOARD EFFECTIVENESS

The Board should consider the balance of skills, experience, independence and knowledge of the State body on the Board, its diversity, including gender, how the Board works together as a unit, and other factors relevant to its effectiveness.

Q.15 Are you satisfied that Board members have the time and appropriate skills and knowledge, updated as required and appropriate to the activities of the State body, to enable them to discharge their respective duties and responsibilities effectively? **(4.2)**. *What is working / what could be done differently?*

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

Q.16 Are you satisfied that Board members are provided with appropriate inductions, mentoring and assistance with ongoing professional development by the Secretary of the Board, as required? **(3.10)**. *What is working / what could be done differently?*

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

Q.17 Are you satisfied that a culture of openness and debate is promoted in the State body and that all Board members are afforded the opportunity to fully contribute to Board deliberations and meetings, including affording non-executive Board members an opportunity to bring an independent judgement to bear on issues? **(1.4) (3.8)**. *What is working / what could be done differently?*

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

Board Self-Assessment Evaluation Questionnaire

SECTION D: BOARD EFFECTIVENESS [CONTINUED]

Q.18 Are you satisfied that the Board meets sufficiently regularly, that the duration of meetings is sufficient, and that the meeting format is adequate to enable the Board to discharge its duties effectively? **(1.7)**. *What is working / what could be done differently?*

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

Q.19 Are you satisfied that Board meeting agendas and other related material are circulated in a timely manner to enable full and proper consideration to be given to important issues? **(2.3)**. *What is working / what could be done differently?*

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

Q.20 Are you satisfied with the quality of the Board papers and minutes (e.g. not overly lengthy, clearly explain the key issues and priorities, consistent, timely)? **(2.3)**. *What is working / what could be done differently?*

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

Q.21 Are you satisfied that the Board spends the majority of its time on strategic issues and not day-to-day management responsibilities? **(2.1)**. *What is working / what could be done differently?*

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

SECTION E: CODES OF CONDUCT AND CONFLICTS OF INTERESTS

To ensure continued integrity and transparency, and to avoid public concern or loss of confidence, the Board should ensure that appropriate policies are in place so that members and staff take decisions objectively and steps are taken to avoid or deal with any potential conflicts of interest, whether actual or perceived.

Q.22 Are you satisfied that updated Codes of Conduct are approved by the Board and circulated to all Board members, management and employees? **(5.1)**. *What is working / what could be done differently?*

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

Q.23 Are you satisfied that the procedures relating to the disclosure of Board members interests are complied with? **(5.8)**. *What is working / what could be done differently?*

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

Q.24 Are you satisfied that the Board has adequate procedures in place to monitor and manage potential conflicts of interest and confidential information of management and Board members? **(1.10)**. *What is working / what could be done differently?*

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

SECTION F: BUSINESS AND FINANCIAL REPORTING

A fundamental duty of the Board is to ensure that a balanced, true and fair view of the State body's financial performance and financial position is made when preparing the annual report and financial statements of the State body and when submitting these to the relevant Minister.

Q.25 Are you satisfied the Board ensures that a balanced, true and fair view of the State body's financial performance and financial position is made when preparing the annual report and financial statements of the State body and when submitting these to the relevant Minister? **(6)**.

What is working / what could be done differently?

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

Q.26 Are you satisfied that the Board ensures timely and accurate disclosure is made to the relevant Minister on all material matters regarding the State body? **(6)**. *What is working / what could be done differently?*

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

SECTION G: RISK MANAGEMENT, INTERNAL CONTROL, AUDIT AND RISK

Internal auditing is an independent, objective, assurance and consulting activity designed to add value and improve the organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Q.27 Are you satisfied that the Board approves the risk management policies/framework and monitors its effectiveness including reviewing material risk incidents, noting or approving management's actions and maintaining oversight of risk management and high-risk issues relating to the State body? (7.1 – 7.2). *What is working / what could be done differently?*

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

Q.28 Are you satisfied that the Board fulfils its responsibility for ensuring that effective systems of internal control are instituted and implemented in the State body including financial, operational and compliance controls and risk management? (7.3). *What is working / what could be done differently?*

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

Q.29 Are you satisfied that the Board undertakes an annual review of the effectiveness of internal control systems, including such items as presented in 7.4 of the Code of Practice? (7.4). *What is working / what could be done differently?*

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

SECTION H: PERFORMANCE EVALUATION

The Board should undertake a self-assessment annual evaluation of its own performance and that of its Board committees.

Q.30 Are you satisfied that the Board undertakes an annual self-assessment evaluation of its own performance and its committees? **(4.6)**. *What is working / what could be done differently?*

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

Q.31 Are you satisfied that issues arising from the evaluation are followed up and that the evaluation process enhances Board effectiveness? **(4)**. *What is working / what could be done differently?*

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

SECTION I: THE BOARD'S RELATIONSHIP WITH MANAGEMENT

Good governance requires effective procedures for the definition of responsibility and accountability.

Q.32 Are you satisfied that there are appropriate delegation authorities in place for management and that they are regularly reviewed? **(4.6)**. *What is working / what could be done differently?*

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied

This is the end of the Board Self-Assessment Evaluation Questionnaire.



CONTENT SOURCE: DPER
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