



Board Resources and Development

Governance Services Branch

**Board Assessments
for
Child and Family
Services Authorities**

September 2008

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Overview

WHY CONDUCT BOARD ASSESSMENTS?

The Minister has established ten boards to oversee the delivery of services in the ten Child and Family Services Authorities (CFSAs) in Alberta. Each CFSA board includes Aboriginal representatives and is chaired by two Co-Chairs, at least one being Aboriginal. The Minister appoints the board members and Co-Chairs, who are in turn accountable to the Minister.

Board assessments are conducted to enhance accountability and performance, within the governance model currently being used for CFSAs. There are a number of desired outcomes associated with board assessments.

- The board reviews and documents its practices to ascertain whether they align with the current Memorandum of Understanding and the Core Governance Policies.
- The board identifies its strengths (including areas in which the board excels that might be shared as leading governance practices with other CFSA boards).
- The board identifies opportunities for board growth, such as:
 - changes in existing practices and new practices;
 - training and development needs for the board as a whole, for individual board members, and for Co-Chairs;
 - skill sets and competencies that should be considered when filling board vacancies; and
 - gaps in governance policy.
- The board, the Co-Chairs, and the CEO have an increased understanding of their respective roles and expectations.
- Individual board members and Co-Chairs engage in a competency based assessment of their performance, that recognizes their achievements and assists with:
 - further development of their skills in governance;
 - reappointment recommendations; and
 - succession planning.
- Interpersonal relations are strengthened between and among members of the board, the Co-Chairs, the CEO, and the Department.
- The Minister receives information that:
 - provides confidence in the performance of the boards; and
 - assists with appointment and reappointment decisions.

ANNUAL BOARD ASSESSMENTS

Board assessments are conducted annually (based on a calendar year) and should be completed by January 31.

COMPONENTS OF BOARD ASSESSMENTS

Board assessments are comprised of three types of assessments:

- Board assessment (performance of the board as a whole) – see *Section A*.
- Board member assessment – see *Section B*.
- Co-Chair assessment – see *Section C*.

Specific information appears at the front of each assessment form.

There are two additional forms that are completed in connection with board member assessments:

- Confirmation – Completion of Board Member Assessments – see *Appendix 1*.
- Summary of Common Board Member Development Needs – see *Appendix 2*.

FILLING OUT THE ASSESSMENT FORMS

Each year, Board Resources and Development will send out electronic copies of Sections A, B and C as well as Appendices 1 and 2. The assessments need to be conducted and the completed forms submitted or filed as outlined below.

KEY DATES

November to January

- CFSAs conduct board assessment, board member assessments, and Co-Chair assessments.

By January 31

Board Assessment:

- The Co-Chairs (or their designate) send the board assessment to Board Resources and Development.

Board Member Assessment:

- CFSAs file board member assessments in their regional head office.
- CFSAs provide a copy to the respective board member.
- The Co-Chairs (or their designate) complete and send Appendix 1 to Board Resources and Development.
- The Co-Chairs (or their designate) complete and send Appendix 2 to Board Resources and Development.

Co-Chair Assessment:

- The Co-Chairs (or their designate) send the completed Co-Chair assessments to Board Resources and Development.
- CFSAs file a copy of the Co-Chair assessments in their regional head office.
- CFSAs provide a copy to the respective Co-Chair.

January to March

- Each board finalizes its work plan, incorporating information from the board assessment (particularly from the opportunities for board growth and the board development priorities areas).

FACILITATED ASSESSMENTS/TRAINING

- Board Resources and Development is available to facilitate board assessment and Co-Chair assessment sessions.
- Contact Board Resources and Development if your Co-Chairs and/or boards require training on giving and receiving performance feedback.

Section A: Board Assessment

(performance of the board as a whole)

THE BOARD ASSESSMENT FORM

Boards assess their performance as a whole using the form set out in this Section A. This assessment is based on board responsibilities contained in the Memorandum of Understanding and the Core Governance Policies. Boards may take their supplemental governance policies into consideration.

ELEMENTS OF THE BOARD ASSESSMENT

The board assessment form consists of:

- a number of statements that reflect the desired board performance, accompanied by checklists of indicators to assist in analyzing performance; and
- a summary page that assists boards in identifying board development priorities for the coming year and in highlighting governance leading practices.

For each of the desired board performance statements there is the following.

- A checklist that assists in analyzing the performance statement.
- An overall assessment of whether the board meets the desired board performance, based on the current leading practice of using a five point scale.
- Space to document areas of board strength (including areas in which the board excels that might be shared as leading practices with other CFSA boards).
- Space to identify opportunities for board growth, such as:
 - changes in existing practices and new practices;
 - training and development needs for the board as a whole, for individual board members, and for Co-Chairs;
 - skill sets and competencies that should be considered when filling board vacancies; and
 - gaps in governance policy.
- Space for any other comments that the board wishes to note in relation to the desired board performance statement.

PREPARING FOR THE BOARD ASSESSMENT

Board members prepare for the board assessment by reviewing the form and formulating their initial thoughts about the performance of the board in relation to each performance statement. They may wish to take into account minutes or other records of board and committee meetings and board activities.

There may be questions to which an individual board member does not know the answer. However, other board members will be able to clarify when the board meets to complete the assessment as a group.

CONDUCTING THE BOARD ASSESSMENT

It is recommended that:

- boards complete the board assessment as a group, reaching a consensus on the responses where possible;
- the CEO be included in the group board assessment; and
- this assessment be facilitated by someone who is not on the board, in order to maximize discussion and involvement by the board as a whole.

Board Resources and Development is available to facilitate this board assessment session.

Submission date

The completed board assessment is sent to Board Resources and Development by January 31 of each year.

POST-ASSESSMENT

CFSA Boards

Boards use information from the completed board assessments for the following purposes:

- when developing their work plans for the coming year;
- changing or developing board practices;
- following up on orientation and development needs;
- identifying skill sets and competencies that should be considered when filling board vacancies; and
- succession planning.

Board Resources and Development

Board Resources and Development uses information from the completed board assessments to:

- prepare a report to the Minister on the performance of CFSA boards;
- identify common board development needs for which workshops might be centrally developed;
- identify specific needs within a region with which Board Resources and Development might assist;
- identify leading practices that could be shared with other boards; and
- identify trends that would assist in board recruitment.

Strategic direction for the CFSA: The board follows a systematic process for determining strategic directions for the CFSA.

In analyzing the statement above, please complete the following checklist.

	Yes	No	Comments (optional)
The board sets the strategic direction for the CFSA, ensuring the direction is complementary to the Ministry's strategic direction.			
The board ensures that the Authority's strategic plan is kept current.			
Assessments of trends, events, and social and related needs (including those of the Aboriginal communities) are carried out regularly.			
The results and information gathered through these assessments are directed into planning forums.			
The board is confident that appropriate risk management analysis is a part of all CFSA planning.			

Please check the response that best reflects your overall assessment of your board's work in this area.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree

Areas of board strength:

Opportunities for board growth:

Other comments (optional):

Ministry Business Plan: The board ensures that the Authority provides strategic input into the Ministry’s Business Plan.

In analyzing the statement above, please complete the following checklist.

	Yes	No	Comments (optional)
The board ensures that the Authority’s planning cycle is structured to facilitate input into the Ministry’s annual planning cycle.			
The board ensures that detailed conversations take place at the board table in advance of the Ministry business planning consultation meetings.			
The board actively identifies and advocates for those issues of special regional significance, including those of its Aboriginal communities.			

Please check the response that best reflects your overall assessment of your board’s work in this area.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree

Areas of board strength:

Opportunities for board growth:

Other comments (optional):

CFSA Business Plan: The board approves and monitors the CFSA business plan.

In analyzing the statement above, please complete the following checklist.

	Yes	No	Comments (optional)
The board approves the CFSA business plan and ensures that it is aligned with the Ministry's business plan.			
The board monitors the progress of the CFSA business plan.			
The board reviews the operational plan to ensure that it is aligned with the CFSA business plan.			
The board monitors the operational plan to ensure its implementation.			

Please check the response that best reflects your overall assessment of your board's work in this area.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree

Areas of board strength:

Opportunities for board growth:

Other comments (optional):

Fiscal responsibility: The board oversees the financial performance of the Authority.

In analyzing the statement above, please complete the following checklist.

	Yes	No	Comments (optional)
The board approves the annual budget, ensuring that budget allocations are consistent with the CFSA strategic directions and business plan, as well as provincial requirements.			
The board approves the reallocation of resources within the budget to address significant changes in service demand projections.			
The board receives assurances that processes are in place to demonstrate that implementation of the CFSA business plan is achievable within resources provided.			
The board possesses sufficient "financial literacy" skills to comfortably participate in budget and audit discussions.			
Reports from the internal and external auditors have been received and recommendations implemented as appropriate.			

Please check the response that best reflects your overall assessment of your board's work in this area.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree

Areas of board strength:

Opportunities for board growth:

Other comments (optional):

Monitoring and reporting: The board exercises its responsibilities as an Agent of the Crown. Appropriate and effective risk management processes are in place.

In analyzing the statement above, please complete the following checklist.

	Yes	No	Comments (optional)
Processes are in place to monitor the activities (including programs and services) of the CFSA to ensure its mandate is being fulfilled.			
Processes are in place to monitor the activities (including programs and services) of the CFSA to ensure that it is in compliance with all relevant government policies and all legal and regulatory requirements.			
The board reviews and discusses the Regional Program Review (RPR) and the Standards Compliance reports.			
The board has an active Audit Committee (this function may be performed by the board as a whole).			
The board understands the significant risks to which the CFSA is exposed.			
The board obtains assurance, on a regular basis, that the CFSA has appropriate and effective risk management processes and policies.			
The board completes the annual board assessments by January 31.			
The board approves the Annual Report.			

Please check the response that best reflects your overall assessment of your board's work in this area.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree

Areas of board strength:

Opportunities for board growth:

Other comments (optional):

CEO selection, responsibilities, and performance evaluation: The board ensures compliance with the Core Governance Policies setting out its relationship with the CEO.

In analyzing the statement above, please complete the following checklist.

	Yes	No	Comments (optional)
The board assesses candidates for the position of CEO, in collaboration with the Deputy Minister, before making its CEO selection recommendations to the Minister.			
The board demonstrates an understanding of the distinction between issues that are the responsibility of the CEO and issues that are the responsibility of the board.			
The board is clear about the delegation of authority to the CEO.			
The board provides timely input to the Deputy Minister on CEO goals and performance expectations.			
The board has a process for developing and monitoring performance expectations for the CEO that meet both board and department requirements, in collaboration with the Deputy Minister.			
The board ensures that the CEO performance evaluation is completed annually, in collaboration with the Deputy Minister.			
The board ensures that the CEO absence/emergency or succession plan is in place.			

Please check the response that best reflects your overall assessment of your board's work in this area.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree

Areas of board strength:

Opportunities for board growth:

Other comments (optional):

Governance strategies: The board carries out strategies to assist it in governing the CFSA.

In analyzing the statement above, please complete the following checklist.

	Yes	No	Comments (optional)
The board ensures that its actions are in alignment with the Core Governance Policies.			
There is a cooperative relationship between the board and the CEO in policy development.			
The board ensures that its supplemental governance policies are in alignment with the Core Governance Policies.			
The board complies with the guidelines provided for the development of supplemental policies and proposed amendments to Core Governance Policies.			
The board develops a board work plan that focuses on the boards in furthering the strategic direction of the CFSA and the board's own development needs.			

Please check the response that best reflects your overall assessment of your board's work in this area.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree

Areas of board strength:

Opportunities for board growth:

Other comments (optional):

Relationship with community: The board provides leadership by involving the community in direction setting and in implementing services.

In analyzing the statement above, please complete the following checklist.

	Yes	No	Comments (optional)
The board provides a connection between the community, including its Aboriginal communities, and the Ministry.			
The board has established specific processes for consulting with/receiving input from the public, including its Aboriginal communities.			
Information gathered from the public and from community stakeholders assists the board to provide meaningful input for the CFSA and Ministry strategic priorities.			
The board effectively presents itself to the public.			
Relationships are forged with specific stakeholders at the governance level that initiate and support collaboration for the planning and delivery of services.			
Processes are in place by which information sharing regarding specific challenges and opportunities with the Department is managed in a timely fashion.			

Please check the response that best reflects your overall assessment of your board's work in this area.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree

Areas of board strength:

Opportunities for board growth:

Other comments (optional):

The board team: The board works effectively as a team within the Ministry context.

In analyzing the statement above, please complete the following checklist.

	Yes	No	Comments (optional)
Board members treat each other with respect and demonstrate a positive working relationship.			
Once a decision is made board members speak with one voice.			
Individual board members act only as agents of the board when given formal delegation.			
The Co-Chairs work together as an effective leadership team.			
The Co-Chairs guide and encourage board members to function as an effective team.			
Board members' actions are congruent with the Code of Conduct.			
Independent judgment is exercised in overseeing the operations within the directions given under the <i>Child and Family Services Authorities Act</i> , the Memorandum of Understanding, and the three-year business plans developed by the Ministry and the CFSA.			
The board works effectively with the Assembly of Co-Chairs.			
The board works effectively with CFSA and other Ministry reporting entities.			

Please check the response that best reflects your overall assessment of your board's work in this area.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree

Areas of board strength:

Opportunities for board growth:

Other comments (optional):

Board meetings: The board conducts its meetings in ways that are appropriate to its governance role.

In analyzing the statement above, please complete the following checklist.

	Yes	No	Comments (optional)
There are clear expectations and procedures regarding types of meetings, notice of meetings and conduct of meetings.			
The board conducts its meetings in a transparent manner.			
Use of in-camera sessions are in accordance with the Core Governance Policies.			
Meeting agendas encourage board members to focus on their governance role within the organization.			
Board members receive information that reinforces the board's governance role.			
The board uses its meeting agendas to focus on the primary areas of board responsibilities.			

Please check the response that best reflects your overall assessment of your board's work in this area.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree

Areas of board strength:

Opportunities for board growth:

Other comments (optional):

Committees of the board: The board’s use of committees supports its governance role.

In analyzing the statement above, please complete the following checklist.

	Yes	No	Comments (optional)
Terms of reference specify clear expectations for committees.			
Terms of reference are reviewed annually.			
Committees report regularly to the board in a pre-determined format.			
Committees function to assist, not replace, the board.			
The CEO and/or designates act as resources to committees, as necessary.			

Please check the response that best reflects your overall assessment of your board’s work in this area.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree

Areas of board strength:

Opportunities for board growth:

Other comments (optional):

Board communications: The board communicates effectively with internal and external stakeholders.

In analyzing the statement above, please complete the following checklist.

	Yes	No	Comments (optional)
The board understands the roles for the board and CEO in communicating with the media and acts accordingly.			
A communication plan is in place for the board to communicate with: <ul style="list-style-type: none">• community stakeholders, including its Aboriginal communities; and• the general public.			
The board follows the communication plan.			
The board uses the Communications Protocol to assist in its communications within the Ministry.			

Please check the response that best reflects your overall assessment of your board's work in this area.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree

Areas of board strength:

Opportunities for board growth:

Other comments (optional):

Board development: The board develops and maintains its capacity for governance work.

In analyzing the statement above, please complete the following checklist.

	Yes	No	Comments (optional)
Board members assist in the recruitment of new board members by identifying prospective board members and/or skill sets that would assist the board.			
There is a regional orientation plan for new board members.			
The annual board assessment process is used to prepare development plans for: <ul style="list-style-type: none"> the board as a whole; individual board members; and Co-Chairs. 			
Development plans are monitored throughout the year.			
Board development recommendations from previous board assessments have been translated into action.			
The board values participation by its members on provincial and regional committees.			

Please check the response that best reflects your overall assessment of your board's work in this area.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree

Areas of board strength:

Opportunities for board growth:

Other comments (optional):

BOARD DEVELOPMENT PRIORITIES

As a board we have identified the following development priorities for the coming year.

GOVERNANCE LEADING PRACTICES

In reviewing our work for the past year our board would like to highlight the following governance leading practices.

Section B: Board Member Assessment

THE BOARD MEMBER ASSESSMENT FORM

Board member performance is assessed using the form set out in Section B. This assessment is based on the Board Member Profile (which is derived from the board member competencies approved by CFSA boards and the Assembly of Co-Chairs), and includes specific items on board participation. For each topic area a checklist is provided to assist in analyzing performance.

PREPARING FOR THE BOARD MEMBER ASSESSMENT

Each board member and the Co-Chairs prepare for a performance discussion by reviewing the document and reflecting on the board member's own personal contribution to the work of the board. This reflection should include:

- affirming the board member's strengths;
- identifying areas for further development; and
- identifying whether the board member wishes to be considered for a future committee.

CONDUCTING THE BOARD MEMBER ASSESSMENT

The Co-Chairs meet with each board member to complete the board member assessment.

It is recommended that:

- the board member and the Co-Chairs complete the board member assessment as a group, reaching consensus on the responses, where possible; and
- the assessment feedback be approached positively.

If consensus cannot be reached, the board member may include a statement indicating where they do not agree with the assessment.

Completed board member assessments are placed on file at the CFSA regional office by January 31. Each board member receives a copy of their completed assessment.

POST-ASSESSMENT: NOTICE OF COMPLETED BOARD MEMBER ASSESSMENTS

The Co-Chairs advise Board Resources and Development that the board member assessments have been completed, using the form set out in Appendix 1. The form is to be submitted to Board Resources and Development by January 31 of each year.

POST-ASSESSMENT: SUMMARY OF COMMON BOARD MEMBER DEVELOPMENT NEEDS

A summary of common board member development needs is prepared by the Co-Chairs using the form set out in Appendix 2. The form is to be submitted to Board Resources and Development by January 31 of each year.

Board Resources and Development uses this information to identify:

- common board development needs for which workshops might be centrally developed; and
- specific member needs within a region with which Board Resources and Development might assist.

POST-ASSESSMENT: CO-CHAIR USE OF BOARD MEMBER ASSESSMENTS

The results of the board member assessments are used by the Co-Chairs to:

- affirm board members' strengths;
- identify areas for further development;
- assist in committee appointments and succession planning; and
- provide feedback into the appointment process.

Overseeing the Performance of the Authority

The board member:

	Yes	No	Comments (optional)
Understands general principles of governance.			
Demonstrates a working knowledge of the Authority governance role, responsibilities and accountabilities.			
Demonstrates a working knowledge of the reporting relationships, responsibilities and accountabilities among the Authorities, the board, the CEO, the Minister and the Deputy Minister.			
Is able to build and maintain an effective working relationship with the CEO.			
Is able to make timely and sound decisions based on information available.			

Demonstrated strengths:

Areas that are challenging:

Learning opportunities:

Community Engagement

The board member:

	Yes	No	Comments (optional)
Is able to identify key stakeholders in the region.			
Is able to identify trends and needs impacting children and families within the communities served by the Authority.			
Assists the board in developing formal and informal relationships with stakeholders.			

Demonstrated strengths:

Areas that are challenging:

Learning opportunities:

Values

The board member demonstrates:

	Yes	No	Comments (optional)
A commitment to strengthen children, families and communities.			
Respect, empathy, sensitivity and ethical behaviour.			
A recognition of the perspectives of, and challenges facing Aboriginal and other people.			
Openness to new and different ideas and approaches.			
A commitment to consensus building and capacity building.			
A commitment to moving the mission of their Authority forward.			
An ability to seek and apply the unique vision of communities served by their Authority to board planning and decision making.			

Demonstrated strengths:

Areas that are challenging:

Learning opportunities:

Interpersonal Skills

The board member:

	Yes	No	Comments (optional)
Is able to work effectively with individuals and diverse groups of people.			
Engages in effective, on-going and culturally sensitive communication.			
Demonstrates conflict resolution and negotiation skills.			
Is an effective advocate within his/her role.			
Encourages others to speak and contribute.			
Gives and receives constructive feedback.			

Demonstrated strengths:

Areas that are challenging:

Learning opportunities:

Strategic Thinking

The board member:

	Yes	No	Comments (optional)
Analyzes information and evaluates outcomes.			
Assesses risks to the organization and the services provided.			
Contributes to shaping the vision and strategies for the Authority.			

Demonstrated strengths:

Areas that are challenging:

Learning opportunities:

Leadership Style

The board member:

	Yes	No	Comments (optional)
Respects differences in leadership styles between Aboriginal and non-Aboriginal board members.			
Ensures the Aboriginal perspective is an on-going priority and is strongly reflected in the work of the board.			
Encourages participation in decision-making.			

Demonstrated strengths:

Areas that are challenging:

Learning opportunities:

Participation and Commitment

The board member:

	Yes	No	Comments (optional)
Regularly attends board meetings.			
Comes to meetings having read the pre-reading material.			
Participates on board committees.			
Represents the board on regional committees or work groups.			
Participates on provincial committees.			
Participates positively in all aspects of the board member's work with the CFSA.			

Demonstrated strengths:

Areas that are challenging:

Learning opportunities:

BOARD MEMBER DEVELOPMENT PLAN

Based on the completion of the board member assessment and the discussion with the Co-Chair(s), I commit to the following development plan for the coming year.

Activity	Date	Anticipated Outcomes
1.		
2.		
3.		

Other Comments (optional):

Board Member Statement:

I have completed the board member assessment and discussed my performance with the Co-Chair(s).

I understand that the results of my assessment will be kept on file at the Authority offices and will be used to prepare my development plan and to inform the reappointment process (if applicable).

Signature

Date

Section C: Co-Chair Assessment

THE CO-CHAIR ASSESSMENT FORM

Co-Chair performance is assessed using this Section C. The first seven performance statements are the same as those for the board member assessment in Section B. Additional Co-Chair competencies are included thereafter. A checklist is provided to assist in analyzing performance.

PREPARING FOR THE CO-CHAIR ASSESSMENT

Co-Chairs and board members prepare for the Co-Chair assessments by reviewing the document and reflecting on each Co-Chair's personal contribution to the work of the board. This reflection should include:

- affirming each Co-Chairs' strengths; and
- identifying areas for further development.

CONDUCTING THE CO-CHAIR ASSESSMENT

It is recommended that:

- the assessment be completed by the Co-Chairs and the board as a group, reaching a consensus on the responses where possible;
- the CEO be included in the group Co-Chair assessment;
- the assessment feedback be approached positively; and
- this assessment be facilitated by someone who is not on the board, in order to maximize discussion and involvement by the Co-Chairs and the board.

Boards may wish to consider using the following process when conducting Co-Chair assessments.

- Each Co-Chair indicates their performance self-assessment based on the indicators in the Co-Chair assessment form. Board members have the opportunity to ask questions for clarification.
- The Co-Chairs leave the room and the board members discuss the performance of each Co-Chair, coming to a preliminary consensus. CEOs should have an opportunity to provide their comments.
- The Co-Chairs return, and the facilitator summarizes the results of the board discussion in relation to each Co-Chair and how they function as a team.
- If necessary, discussion will continue between the Co-Chairs and the board as a group, reaching consensus on the responses where possible for each Co-Chair.
- If consensus cannot be reached, the Co-Chairs may include a statement indicating where they do not agree with either assessment.

Board Resources and Development is available to facilitate this session (which can normally be done the same day as the board assessment session).

Completed Co-Chair assessments are sent to Board Resources and Development by January 31 of each year. Boards are also encouraged to include a letter (optional) summarizing the Co-Chair assessment results and highlighting any additional observations or comments.

A copy of the completed Co-Chair assessments and optional letters are also placed on file at the CFSA regional office. Each Co-Chair receives a copy of their assessment.

POST-ASSESSMENT

CFSA Boards

The results of the Co-Chair assessments are used by the boards to affirm Co-Chairs' strengths and to identify areas for further development.

Board Resources and Development

Board Resources and Development sends a copy of each Co-Chair assessment to the Minister, and the results are used to inform reappointment decisions. Results of the Co-Chair assessments are used by Board Resources and Development to identify:

- common development needs; and
- specific needs within a region with which Board Resources and Development might assist.

Overseeing the Performance of the Authority

The Co-Chair:

	Yes	No	Comments (optional)
Understands general principles of governance.			
Demonstrates a working knowledge of the Authority governance role, responsibilities and accountabilities.			
Demonstrates a working knowledge of the reporting relationships, responsibilities and accountabilities among the Authorities, the board, the CEO, the Minister and the Deputy Minister.			
Is able to build and maintain an effective working relationship with the CEO.			
Is able to make timely and sound decisions based on information available.			

Demonstrated strengths:

Areas that are challenging:

Learning opportunities:

Community Engagement

The Co-Chair:

	Yes	No	Comments (optional)
Is able to identify key stakeholders in the region.			
Is able to identify trends and needs impacting children and families within the communities served by the Authority.			
Assists the board in developing formal and informal relationships with stakeholders.			

Demonstrated strengths:

Areas that are challenging:

Learning opportunities:

Values

The Co-Chair demonstrates:

	Yes	No	Comments (optional)
A commitment to strengthen children, families and communities.			
Respect, empathy, sensitivity and ethical behaviour.			
A recognition of the perspectives of, and challenges facing Aboriginal and other people.			
Openness to new and different ideas and approaches.			
A commitment to consensus building and capacity building.			
A commitment to moving the mission of their Authority forward.			
An ability to seek and apply the unique vision of communities served by their Authority to board planning and decision making.			

Demonstrated strengths:

Areas that are challenging:

Learning opportunities:

Interpersonal Skills

The Co-Chair:

	Yes	No	Comments (optional)
Is able to work effectively with individuals and diverse groups of people.			
Engages in effective, on-going and culturally sensitive communication.			
Demonstrates conflict resolution and negotiation skills.			
Is an effective advocate within his/her role.			
Encourages others to speak and contribute.			
Gives and receives constructive feedback.			

Demonstrated strengths:

Areas that are challenging:

Learning opportunities:

Strategic Thinking

The Co-Chair:

	Yes	No	Comments (optional)
Analyzes information and evaluates outcomes.			
Assesses risks to the organization and the services provided.			
Contributes to shaping the vision and strategies for the Authority.			

Demonstrated strengths:

Areas that are challenging:

Learning opportunities:

Leadership Style

The Co-Chair:

	Yes	No	Comments (optional)
Respects differences in leadership styles between Aboriginal and non-Aboriginal board members.			
Ensures the Aboriginal perspective is an on-going priority and is strongly reflected in the work of the board.			
Encourages participation in decision-making.			

Demonstrated strengths:

Areas that are challenging:

Learning opportunities:

Participation and Commitment

The Co-Chair:

	Yes	No	Comments (optional)
Regularly attends board meetings.			
Comes to meetings having read the pre-reading material.			
Participates on board committees.			
Represents the board on regional committees or work groups.			
Participates on provincial committees.			
Participates positively in all aspects of the Co-Chair's work with the CFSA.			

Demonstrated strengths:

Areas that are challenging:

Learning opportunities:

Co-Chair competencies:

The Co-Chair:

	Yes	No	Comments (optional)
Works effectively within the unique Co-Chair partnership role.			
Chairs meetings, effectively facilitating discussions using a consensus model.			
Has developed and maintains a good working relationship with the Assembly of Co-Chairs.			
Effectively manages the work of the board and meets all legislative requirements.			
Provides effective leadership to the board.			
Has built and maintains positive working relationships with the Minister and Deputy Minister.			
Has built, maintains and manages the working relationship with our CEO.			

Demonstrated strengths:

Areas that are challenging:

Learning opportunities:

CO-CHAIR DEVELOPMENT PLAN

Based on the completion of the Co-Chair assessment and the discussion with the board, I commit to the following development plan for the coming year.

Activity	Date	Anticipated Outcomes
1.		
2.		
3.		

Other Comments (optional):

Co-Chair Statement:

I have completed the Co-Chair assessment and discussed my performance with the board.

I understand that the results of my assessment will be forwarded to Board Resources and Development for transmittal to the Minister and will be used to prepare my development plan and inform the reappointment process (if applicable). A copy will be kept on file at the Authority offices.

Signature

Date

Appendix 2: Summary of Common Board Member Development Needs

CHILD AND FAMILY SERVICES AUTHORITY

During the completion of the board member assessments the following common board member development needs were identified.

- 1.
- 2.
- 3.
- 4.
- 5.

Signed by:

Name (please print)

Name (please print)

Signature

Signature

Note: This form may be completed and signed by the Co-Chairs or their designate.