



PERFORMANCE APPRAISAL

for Governing Boards

INSTRUCTIONS

- Refer to the Charter of Expectations for Appointees to Governing Boards on [Page 2](#) and use these parameters in evaluating performance.
- If you require more space, attach a separate sheet.

Freedom of Information and Protection of Privacy Act (FOIPPA)

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PART A – GENERAL INFORMATION

NAME OF BOARD OR PUBLIC SECTOR ORGANIZATION

APPRAISAL PERIOD
MMM / YYYY

MMM / YYYY

FROM:

TO:

NAME OF INDIVIDUAL BEING APPRAISED (*appraisee*)

NAME OF APPRAISER (*usually a board or committee chair*)

PART B – PERFORMANCE APPRAISAL

1. Degree and value of participation:

2. Commitment to the Organization's mandate:

3. Attendance (*during appraisal period*):

	NUMBER OF MEETINGS	NUMBER OF UNEXCUSED ABSENCES
REGULAR BOARD MEETINGS		
COMMITTEE MEETINGS		

Type of committee(s) the appraisee serves on [*check (✓) all that apply*]:

- ☐ Audit ☐ Finance ☐ Governance ☐ Human Resources
☐ Risk Management ☐ Other: _____

4. Additional comments:

5. Does the skill set brought forward by the appraisee fit with the future needs of the Board/Organization?

☐ YES ☐ NO

6. I recommend the above individual to be reappointed to the organization

☐ YES ☐ NO

PART C – CERTIFICATION

I confirm the information on this form is true and complete to the best of my knowledge.

SIGNATURE OF APPRAISER (*type your name to sign electronically*)

DATE SIGNED
DD / MMM / YYYY

CHARTER OF EXPECTATIONS FOR APPOINTEES TO GOVERNING BOARDS

Board Appointees owe the Organization they serve a commitment to making the best possible decisions. Appointees must carefully adhere to these principles and responsibilities. They must strive for high standards of accountability and fiduciary duty.

PRINCIPLES

Compliance

- You must ensure compliance with all accounting and audit principles;
- Take all necessary and reasonable measures to ensure compliance with laws, regulations and policies that apply to the Organization; and
- Know the Organization's mandate.

Accountability

- You must ensure the accuracy of financial information;
- Base your decisions upon facts and reliable information; and
- Properly inform yourself before taking action.

Integrity

- In making decisions, you must always act in the best interests of the Organization;
- Ensure integrity in all dealings with and on behalf of the Organization, including via social media platforms;
- Maintain the confidentiality of information received by you in your capacity as board member both during and after your appointment;
- Maintain the ongoing responsibility to disclose real or perceived conflicts of interest; and
- Avoid real or perceived conflicts between your own private interests and the best interests of the Organization.

RESPONSIBILITIES

Strategic Planning

- Provide input to management on emerging trends and issues; and
- Review and approve management's strategic plans, including significant capital allocations and expenditures.

Performance Monitoring and Reporting

- Monitor corporate performance against strategic and business plans; and
- Evaluate corporate performance reporting.

Organizational Leadership

- If legislation allows, appoint, monitor and evaluate the performance of the CEO/President;
- If legislation allows, replace CEO/President if necessary; and
- Ensure succession planning.

Risk Assessment

- Identify principal risks to the Organization's operations and ensure that appropriate systems are in place to manage and monitor these risks; and
- Review and approve material transactions not in the ordinary course of business.

Public Policy

- Understand the significance of the role of the Organization as an instrument of public policy; and
- Monitor performance of the Organization in relation to the strategic objectives of the shareholder.

Governance

- Establish appropriate governance structures to ensure efficient and prudent stewardship of the Organization;
- Assess the board's own effectiveness including monitoring the effectiveness of individual board members; and
- Participate as appropriate on board committees including: Audit, Finance, Risk Management, Governance and Human Resources.