

# 2016 LSS Board Performance Assessment

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Welcome to the LSS Board Performance Evaluation Survey 2016. The questionnaire is designed to help you consider the performance of the LSS Board of Directors as a group. It is part of a process intended to enhance the Board's overall effectiveness. The results will be summarized and presented at the Board meeting on May 12, 2016 for discussion and action. Directions: Please indicate the extent to which you agree with the following statements concerning the functioning of the Board of Directors as a whole. Select one response for each item. For the descriptive questions, please provide a clear, concise response with adequate explanation of your perspective.

**Please Enter Your Name:**

**Q1. Within the past year, the board has reviewed and identified the organization's strategic direction and related priorities for attaining its long-term objectives.**

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do Not Know

**Q2. A sufficient amount of the board's time was spent in discussion on issues of importance to the organization's long-range future.**

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do Not Know

**Q3. The board has a clear process for setting strategic direction that involves the board and management jointly designing the future of the organization.**

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do Not Know

**Q4. The board addressed at least one strategic issue at each meeting.**

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do Not Know

**Q5. The board discusses strategic issues in the context of the larger environment.**

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do Not Know

**Q6. When presented, issues are framed in the context of the organization's overall strategy to enable board members to see a connection between the current challenge and LSS's future direction.**

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do Not Know

**Q7. A sufficient amount of the board's time is spent identifying risks to the organization.**

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do Not Know

**Q8. When unplanned issues come before our board, we draw upon multiple perspectives to understand the problem and to synthesize creative strategies.**

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do Not Know

**Q9. The board is well aware of the impacts its decisions will have on clients and stakeholders, and within the justice system.**

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do Not Know

**Q10. The board has sound processes in place to ensure they are kept informed of important trends in the larger environment that might affect the organization.**

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do Not Know

**Q11. The board not only assesses threats to organizational well-being, but also explores LSS's awareness of opportunities and capacity to respond to them.**

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do Not Know

**Q12. The board regularly receives information and advice from key stakeholders.**

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do Not Know

**Q13. How well do we monitor the impacts of our decisions on clients and stakeholders and keep current regarding their concerns? Which of these work well and which may warrant further attention?**

**Q14. Budget variances are reviewed and discussed each quarter; sound inquiries are made regarding these variations; and action is taken as warranted.**

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do Not Know

**Q15. The board effectively inquires into major performance deficiencies.**

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do Not Know

**Q16. The board annually verifies the integrity of the LSS' internal financial control and management information systems.**

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do Not Know

**Q17. When requested to do so, the board provides advice and counsel to the CEO in its areas of responsibility.**

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do Not Know

**Q18. The board does not involve itself in the day to day management or operations.**

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do Not Know

**Q19. A sufficient amount of the board's time has been spent for the purpose of maintaining familiarity with LSS operations.**

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do Not Know

**Q20. The board has an effective process for assessing its own performance on an annual basis that results in a learning development plan for the board and its members.**

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do Not Know

**Q21. Board members receive helpful feedback on their performance as a member of the board.**

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do Not Know

**Q22. The board maintains a board succession planning policy and is satisfied with the succession planning for board members.**

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do Not Know

**Q23. The board has an orientation program for new board members that adequately prepares them to enter the role of director.**

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do Not Know

**Q24. Do you have any suggestions to improve the current board member orientation program?**

**Q25. Board members actively participate in deliberations and discussions; board members are able to speak freely without fear that they will be ostracized by other members of the board.**

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do Not Know

**Q26. The board displays legal, ethical and moral conduct internally and externally to LSS.**

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do Not Know

**Q27. The board formally evaluates the performance of the Chief Executive Officer ("CEO") on an annual basis which identifies his/her strengths and results in a practical and productive development plan.**

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do Not Know

**Q28. The board openly and honestly communicates its expectations and concerns to the CEO on a regular basis.**

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do Not Know

**Q29. The board has adopted and maintains a CEO succession planning policy and is satisfied with succession planning for the CEO.**

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do Not Know*



**Q30. Board members receive timely and accurate minutes, advance written agendas and meeting notices, and clear concise background material in preparation for meetings.**

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do Not Know

**Q31. Board meeting frequency and duration are adequate to complete the necessary responsibilities of the board.**

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do Not Know

**Q32. The chair engages a variety of board members to carry out the necessary functions and responsibilities of the board.**

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do Not Know

**Q33. The Board has established the appropriate committees to undertake the Board's mandate.**

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do Not Know

**Q34. Committee reports are timely, clear, and sufficiently comprehensive to provide the board with a good knowledge of the committees' deliberations and recommendations.**

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do Not Know

**Q35. Do you have any general comments about any of the current Board committees on which you do not sit?**

## **1. CEO Succession**

Since 2006 the LSS board had identified developing a CEO succession policy as a high priority. From 2006 to 2011 the board developed and adopted an emergency succession plan. At its 2011 planning session the board renewed its commitment to develop a CEO Succession plan. At its 2012 planning session the board reviewed a preliminary report on CEO succession from an external consultant. The board worked on this issue further at its May 2013 strategic planning meeting and finalized the CEO succession policy at the September 2013 planning session.

In 2014 the board reviewed and discussed the performance plans and performance of potential LSS candidates for CEO succession. The current board was given an overview on CEO succession issues and benefited from the perspective of the outgoing board members at its last planning session in October 2015. The board has adopted as part of its governance policy the following key attributes as priorities for a future LSS CEO:

- a) Strategic thinker
- b) Collaborative approach to leadership
- c) Political astuteness
- d) Strong interpersonal and communication skills
- e) Well respected within legal community and government
- f) Innovative and able to think outside the box
- g) Courage to have open and honest dialogue
- h) Financial acumen
- i) Results driven.

Based on the foregoing, the CEO is maintaining active leadership development plans with two internal candidates. The progress of these candidates is reviewed annually and was done by the board at its May 2015 and October 2015 meetings. CEO succession is a regular discussion topic at CEO/Chair quarterly meetings. You can find the CEO succession material on the in-camera page of the board website for board members only.

**Q36. How satisfied are you that the board is making progress on CEO succession planning?**

- Dissatisfied
- Somewhat Dissatisfied
- Somewhat Satisfied
- Satisfied

**Q37. How, would you improve on the current progress?**

**2. Board Training and Development:**

The Board’s Executive Committee has responsibility for allocating the board development budget to enhance the board’s governance capacity. In an ever-changing environment, informed oversight by board members by educating themselves adequately has become important.

**Q38. Which of the following are top three priorities for board development in the coming year? Please use the dropdown boxes to indicate your top three choices, in order of preference. To answer this question, you will have one top choice, one second choice and one third choice.**

	1st Choice	2nd Choice	3rd Choice
1. Maintaining effective board/management relationships and clarifying the ‘grey line’ between governance and management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Identifying legal responsibilities of directors including fiduciary responsibilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- |   |                       |                       |                       |
|---|-----------------------|-----------------------|-----------------------|
| 3. Enhancing governance capacity of the board to enhance effectiveness of board and committee practices | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 4. Inquiring about risk   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 5. Shifting to a more strategic perspective   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 6. CEO succession strategies  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 7. Recent developments in crown agencies government expectations of board members                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 8. Understanding financial statements   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 9. More briefings on LSS business   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 10. Maximizing the contributions of key roles on the board and management team                          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**Q39. Please provide general comments about the board's performance.**