

2018 LSS Board Performance Assessment

Tuesday, July 31, 2018

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Welcome to the LSS Board Performance Evaluation Survey 2018. 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 September 13, 2018 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.

1) Please enter your name:

2) 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

3) 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

4) 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

5) The board addressed at least one strategic issue at each meeting.

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

6) The board discusses strategic issues in the context of the larger environment.

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

7) 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

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

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

9) 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

10) 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

11) 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

12) 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

13) The board regularly receives information and advice from key stakeholders.

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

14) The board monitors the impacts of its decisions on clients and stakeholders, and keeps current regarding their concerns.

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree
- Do not know

15) Which of these concerns, if any, may warrant further attention (optional)?

16) 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

17) The board effectively inquires into major performance deficiencies.

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

18) 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

19) When requested to do so, the board provides advice and counsel to the CEO in his areas of responsibility.

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

20) The board does not involve itself in the day-to-day management or operations.

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

21) A sufficient amount of the board's time is spent for the purpose of maintaining familiarity with LSS operations.

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

22) 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

23) Board members receive helpful feedback on their performance as a member of the board.

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

24) 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

25) 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

26) Do you have any suggestions to improve the current board member orientation program?

27) 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

28) The board displays legal, ethical and moral conduct internally and externally to LSS.

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

29) 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

30) 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

31) 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

32) 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

33) Board meeting frequency and duration are adequate to complete the necessary responsibilities of the board.

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

34) 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

35) The Board has established the appropriate committees to undertake the Board's mandate.

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

36) 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

37) Do you have any general comments about any of the current Board committees on which you do not sit?

Strategic Priority Review at the September 2017 planning session

The Board Strategic Planning team (Dinyar Marzban, QC, Lead, Mark Benton, QC, CEO, Gulnar Nanjijuma, Corporate Secretary, together with the planning consultant) designed a program agenda early in the summer and management prepared discussion papers on:

1. Taking the successful JITI projects to scale
2. Improving justice services in BC's Indigenous communities
3. Improving the breadth and availability of family services
4. Advancing LSS digital delivery of legal services
5. Promoting and supporting justice reforms to improve access to justice for low-income people
6. Remedying the inadequacies in the LSS tariff system to make it sustainable.

These materials were presented to the board for a review in late August with a summarized document entitled "Key priorities for Legal Aid". Board members were asked to review the materials in advance and report on their ranking of each strategic priority at the planning session.

38) How satisfied are you with the materials provided and process?

- Dissatisfied
- Somewhat Dissatisfied
- Somewhat Satisfied
- Satisfied

39) How satisfied are that the board was engaged in the process and the board came out of the session clear on its strategic priorities going forward?

- Dissatisfied
- Somewhat Dissatisfied
- Somewhat satisfied
- Satisfied

Stakeholder relations and developing relations with the new Attorney General

In recent years, there has been significant change in leadership and priorities throughout the justice system. There has been a change in government, there is a new CEO at the Law Society of BC and both the Law Society and the CBA have taken a more active role in promoting legal aid.

Regular meetings with the Law Society and the CBA have resulted in alignment of priorities and consistent messaging. Meetings with the Attorney General have resulted in a better understanding of the Minister's priorities.

40) How satisfied are you with the progress of the board in establishing a relationship with the Attorney General?

- Dissatisfied
- Somewhat dissatisfied
- Somewhat satisfied
- Satisfied

41) How satisfied are you with LSS communications with the government?

- Dissatisfied
- Somewhat dissatisfied
- Somewhat satisfied
- Satisfied

42) How satisfied are you with LSS managing its other stakeholder relations?

- Dissatisfied
- Somewhat dissatisfied
- Somewhat satisfied
- Satisfied

43) What should the board do to engage more board members in stakeholder relationship building?

44) Please provide general comments about the board's performance.