Board, Committees and Corporate Secretary Performance Survey Instrument

**BOARD PERFORMANCE APPRAISAL SURVEY**

**Instructions for completion**

The board of [*insert name of public body*] has agreed to conduct a board performance evaluation as part of its commitment to high standards of corporate governance. The purpose of this survey is to gain some insight into how board members perceive the board, its committees and the Corporate Secretary are currently performing in key areas.

[Reference the need to have regard to any legislative provisions which set out functions of the board.]

The survey consists of five (5) sections:

* Part A – Information about the board member;
* Part B – Board Performance, structured around the *10 Dimensions of Good Board Performance* for Jamaican public bodies
* Part C – Comments, encouraging responses to open-ended questions;
* Part D – Board Committees; assessment of each Committee of the Board; and
* Part E – Corporate Secretary (CS); assessment of the performance of the CS, which can impact board performance.

The responses to Parts A to D of the survey will be reviewed and collated by the Corporate Secretary or/and an independent professional engaged by the public body for this purpose. Part E of the survey which assesses the performance of the Corporate Secretary will be reviewed and collated by the independent professional engaged by the entity or/and the Chair of the Corporate Governance Committee. This instrument may be adjusted by the Corporate Secretary in consultation with the Board Chairman and the Chairman of the Corporate Governance Committee, to better reflect the activities of the various committees of the Board (part D of the survey refers). Written review comments on this instrument should be provided to the portfolio minister through the Permanent Secretary of the respective ministry. It is highly recommended that all public bodies should have a Corporate Governance Committee. Where such a Committee has not yet been formed, the Chair of the Audit Committee should be used. Although collated data from the surveys will be used in presenting findings, the identity of individual respondents will not be revealed. Report/reports on the survey responses (with all responses “de-identified”) will be presented to the board. The board will then consider the report/s at its meeting to be held on [insert date] and discuss improvements that could be made to address any gaps or weaknesses identified by the survey. All agreed actions will be included in a board improvement plan containing the key actions, timeframes and responsibilities for implementing the improvements agreed to by the board.

Where the survey asks you to rate a statement, please do so by checking one number only, being the statement that most accurately reflects your view. There is no right or wrong answer to any question. If you feel that you need to qualify any response, please do so in the area for comments and suggestions. It should take approximately an hour to complete this survey.

**Please complete your survey by 5.00pm on [insert date]. If you have any questions regarding this survey, please contact the evaluation facilitator [insert name and contact details]. Your participation is appreciated.**

**PART A: INFORMATION ABOUT YOU**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Your name (optional): |  | | | |
| Gender | Male |  | Female |  |
| Age | 18-29 | 30-50 | 51-65 | >65 |
| Type of Director (ex-officio, appointed) |  | | | |
| Primary competencies |  | | | |

1. How long have you been on the board and in what positions e.g. Chair, Deputy Chair, Board Committee Member?

|  |  |
| --- | --- |
| **Question** | **Your response** |
| Position on current board |  |
| Current board tenure |  |
| List Previous board tenures (if any) for this entity and positions (e.g. 2008-2011, Chairman) |  |
| Board committee membership (including relevant dates) |  |

PART B: BOARD PERFORMANCE

1. Roles and relationships

Dimension 1: The board and board members have a clear understanding of their roles, as well as the relationships between the board and the portfolio Minister; CEO, the Corporate Secretary and the Permanent Secretary.

*1 Strongly disagree | 2 Disagree | 3 Neither agree nor disagree (Not sure) | 4 Agree | 5 Strongly agree*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Statement** | | **1** | **2** | **3** | **4** | **5** |
|  | The board charter and governance policies provide useful guidance to board members |  |  |  |  |  |
|  | Board members understand their statutory and other roles and responsibilities |  |  |  |  |  |
|  | The board has a good working relationship with management (e.g. collaborative yet accountable, open and transparent based on a ‘no surprises’ culture) |  |  |  |  |  |
|  | There are appropriate, documented delegations from the board to the CEO |  |  |  |  |  |
|  | Board members generally focus on performing the functions of the board and do not interfere in management functions |  |  |  |  |  |
|  | Board members are aware of the legislation and policies that govern the public body |  |  |  |  |  |
|  | The board facilitates development of its corporate governance policies and processes and monitors their effectiveness |  |  |  |  |  |
|  | The Board has appropriate policies and strategies in place to meet its Corporate Social Responsibilities |  |  |  |  |  |
|  | Board members work with each other constructively |  |  |  |  |  |

|  |
| --- |
| **Suggested actions for improvement and other comments regarding roles and responsibilities** |
|  |
|  |
|  |
| **Please provide supporting comments where you disagree or strongly disagree with any statement** |
|  |
|  |
|  |

1. Board composition

Dimension 2: The board collectively has the persons who have the right mix of skills, competencies, experience, knowledge and diversity to enable the public body to achieve its purpose and strategy efficiently and effectively.

*1 Strongly disagree | 2 Disagree | 3 Neither agree nor disagree (Not sure)| 4 Agree | 5 Strongly agree*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Statement** | | **1** | **2** | **3** | **4** | **5** |
|  | The board’s size enables it to perform its role effectively |  |  |  |  |  |
|  | The skills mix of board members is appropriate to enable the public body to achieve its purpose |  |  |  |  |  |
|  | All board members effectively add value to the board’s work through their skills and expertise |  |  |  |  |  |
|  | The board members bring suitable diversity (e.g. diverse backgrounds, gender and age) to the composition of the board |  |  |  |  |  |
|  | Board members attend training organised by the board or Ministries |  |  |  |  |  |

|  |
| --- |
| **Suggested actions for improvement and other comments regarding board composition including any gaps in requisite skills, competencies, experience and/or diversity** |
|  |
|  |
| **Please provide supporting comments where you disagree or strongly disagree with any statement** |
|  |
|  |

1. Ethics and culture

Dimension 3: The board sets the tone at the top for ethical behaviour and promotes adherence to core values through its attitudes and behaviours within the boardroom and across the public body. The board ensures that conflicts of interest are identified and managed transparently and appropriately.

*1 Strongly disagree | 2 Disagree | 3 Neither agree nor disagree (Not sure)| 4 Agree | 5 Strongly agree*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Statement** | | **1** | **2** | **3** | **4** | **5** |
|  | Board members model the public body’s core values through their behaviours |  |  |  |  |  |
|  | Board members demonstrate knowledge of, and compliance with, the spirit and letter of the public body’s code of conduct and code of ethics |  |  |  |  |  |
|  | The board adheres to the established procedures/guidelines with respect to conflict of interest (eg. disclosure/declaration of conflicts of interest, management of conflicts of interest) |  |  |  |  |  |

|  |
| --- |
| **Suggested actions for improvement and other comments regarding ethics and culture** |
|  |
|  |
| **Please provide supporting comments where you disagree or strongly disagree with any statement** |
|  |
|  |

1. Strategy and performance

Dimension 4: The board sets the vision and strategic direction of the public body, and associated key performance indicators, monitors the public body’s performance against them and submits to the portfolio minister, the annual report on its performance, as required,. The corporate plan is designed to achieve the organisation’s objectives. The strategic direction as embodied in the corporate plan is agreed with the portfolio Minister.

*1 Strongly disagree | 2 Disagree | 3 Neither agree nor disagree (Not sure)| 4 Agree | 5 Strongly agree*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Statement** | | **1** | **2** | **3** | **4** | **5** |
|  | Board members are committed to the public body’s vision, mission, and purpose |  |  |  |  |  |
|  | The board and management team work together to develop the public body’s operational plan and corporate plans |  |  |  |  |  |
|  | The board engages with the portfolio Minister on the public body’s strategic direction (as appropriate to the public body’s functions) |  |  |  |  |  |
|  | The operational and corporate plans set SMART key performance indicators (KPIs) for the public body |  |  |  |  |  |
|  | The board assesses at least quarterly, the public body’s achievement in line with its corporate and operational plans |  |  |  |  |  |
|  | The board and management team work together appropriately to finalise the annual report. |  |  |  |  |  |

|  |
| --- |
| **Suggested actions for improvement and other comments regarding strategy and performance** |
|  |
|  |
| **Please provide supporting comments where you disagree or strongly disagree with any statement** |
|  |
|  |

1. Audit and Internal controls

Dimension 5: The board ensures that management establishes and maintains an effective control framework (including relevant policies, procedures and systems and robust and transparent management processes) so that the performance of the public body can be monitored*.*

*1 Strongly disagree | 2 Disagree | 3 Neither agree nor disagree (Not sure)| 4 Agree | 5 Strongly agree*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Statement** | | **1** | **2** | **3** | **4** | **5** |
|  | The board has ensured that management has established a control framework (adequate information control, evaluation and reporting systems) for the public body |  |  |  |  |  |
|  | The board reviews and monitors the public body’s control framework to determine effectiveness |  |  |  |  |  |
|  | The public body’s policies are consistent with applicable Government of Jamaica policies and circulars |  |  |  |  |  |
|  | The public body has an adequately resourced internal audit program |  |  |  |  |  |

|  |
| --- |
| **Suggested actions for improvement and other comments regarding internal controls and systems** |
|  |
|  |
| **Please provide supporting comments where you disagree or strongly disagree with any statement** |
|  |
|  |

1. Risk and compliance management

Dimension 6: The board knows the public body’s key risks (including compliance risks), establishes the risk appetite within which the public body can operate, and ensures that management has implemented an appropriate framework for the identification, assessment, management and reporting of risk.

*1 Strongly disagree | 2 Disagree | 3 Neither agree nor disagree (Not sure)| 4 Agree | 5 Strongly agree*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Statement** | | **1** | **2** | **3** | **4** | **5** |
|  | The board understands the major risks to the public body |  |  |  |  |  |
|  | The board understands the public body’s major compliance obligations |  |  |  |  |  |
|  | The board has set a clear risk appetite for the public body taking account of relevant Ministerial expectations in relation to risk |  |  |  |  |  |
|  | The board ensures that management has established appropriate processes and systems for identifying, assessing and managing risk |  |  |  |  |  |
|  | Risk plans are reviewed as required to take account of new and emerging risks |  |  |  |  |  |
|  | Insurance coverage is adequate for the public body’s insurable risks |  |  |  |  |  |
|  | Effective risk monitoring and reporting systems are in place in the public body |  |  |  |  |  |
|  | Effective compliance monitoring and reporting systems are in place in the public body |  |  |  |  |  |
|  | The board ensures that the public body’s statutory obligations are met |  |  |  |  |  |

|  |
| --- |
| **Suggested actions for improvement and other comments regarding risk and compliance management** |
|  |
|  |
| **Please provide supporting comments where you disagree or strongly disagree with any statement** |
|  |
|  |

1. CEO appointment and performance

Dimension 7: The board has approved appropriate policies for the recruitment of the CEO and sets, monitors and formally reviews the performance of the CEO.

*1 Strongly disagree | 2 Disagree | 3 Neither agree nor disagree (Not sure)| 4 Agree | 5 Strongly agree*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Statement** | | **1** | **2** | **3** | **4** | **5** |
|  | The board annually reviews the CEO’s job description to ensure it is current |  |  |  |  |  |
|  | The CEO has a written performance agreement with KPIs aligned to the corporate/strategic plan |  |  |  |  |  |
|  | The Board conducts the annual review of the CEO’s performance against the agreed KPIs |  |  |  |  |  |
|  | The CEO’s salary and allowances comply with the relevant Jamaican Government guidelines for salaries for the CEOs of public bodies |  |  |  |  |  |

|  |
| --- |
| **Suggested actions for improvement and other comments regarding CEO appointment and performance** |
|  |
|  |
| **Please provide supporting comments where you disagree or strongly disagree with any statement** |
|  |
|  |

1. Financial governance

Dimension 8: The board ensures the public body’s sustainability is enhanced through effective budgeting, financial management and planning.

*1 Strongly disagree | 2 Disagree | 3 Neither agree nor disagree (Not sure)| 4 Agree | 5 Strongly agree*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Statement** | | **1** | **2** | **3** | **4** | **5** |
|  | The board understands the key factors that influence the financial position of the public body |  |  |  |  |  |
|  | The board critically assesses the public body’s financial performance |  |  |  |  |  |
|  | The board approves the annual budget for submission to the Ministry of Finance and the Public Service |  |  |  |  |  |
|  | The board reviews as required the public body’s financial statements against annual budget |  |  |  |  |  |
|  | The board provides guidance to management in terms of the appropriate information required to assess the entity’s financial performance (reports include balance sheet, profit and loss, cash flow, debtor management and key ratios) |  |  |  |  |  |

|  |
| --- |
| **Suggested actions for improvement and other comments regarding financial governance** |
|  |
|  |
| **Please provide supporting comments where you disagree or strongly disagree with any statement** |
|  |
|  |

1. Board processes

Dimension 9: The board operates efficiently and effectively through forward planning its activities, managing its papers effectively, and making effective use of board committees.

*1 Strongly disagree | 2 Disagree | 3 Neither agree nor disagree (Not sure)| 4 Agree | 5 Strongly agree*

| **Statement** | | **1** | **2** | **3** | **4** | **5** |
| --- | --- | --- | --- | --- | --- | --- |
|  | The board meets with appropriate frequency as necessary |  |  |  |  |  |
|  | The standard board meeting agenda, which includes an action plan, guides effective board deliberations and decision making |  |  |  |  |  |
|  | The board sets clear reporting expectations of management |  |  |  |  |  |
|  | Board meetings are effective and achieve desired objectives |  |  |  |  |  |
|  | All board members participate meaningfully in board meetings |  |  |  |  |  |
|  | The basis on which the board operates, and members work with each other, is constructive |  |  |  |  |  |
|  | The adequacy and appropriateness of Board committees facilitate achievement of the Board’s mandate |  |  |  |  |  |
| 8. | The board charter and governance policies provide useful guidance to board members |  |  |  |  |  |
| 9. | The board’s performance is in keeping with the letter of corporate expectations |  |  |  |  |  |

|  |
| --- |
| **Suggested actions for improvement and other comments regarding board processes** |
|  |
|  |
| **Please provide supporting comments where you disagree or strongly disagree with any statement** |
|  |
|  |

1. Stakeholder engagement

Dimension 10: The board ensures the public body knows who its stakeholders are and has a strategy for engaging and communicating with them.

*1 Strongly disagree | 2 Disagree | 3 Neither agree nor disagree (Not sure)| 4 Agree | 5 Strongly agree*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Statement** | | **1** | **2** | **3** | **4** | **5** |
|  | The board operates in compliance with the approved stakeholder engagement policy |  |  |  |  |  |
|  | The authorised spokesperson represents the public body effectively (eg articulate, professional, and keeps to agreed key messages) |  |  |  |  |  |

|  |
| --- |
| **Suggested actions for improvement and other comments regarding board composition** |
|  |
|  |
| **Please provide supporting comments where you disagree or strongly disagree with any statement** |
|  |
|  |

1. Overall assessment

How do you rate the overall performance of the public body board?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Extremely poor** | **Poor** | **Average** | **Good** | **Excellent** |
| 1 | 2 | 3 | 4 | 5 |

**PART C: COMMENTS**

1. In what areas do you think the board is most effective?

|  |
| --- |
|  |
|  |
|  |

1. In what areas do you think the board is least effective?

|  |
| --- |
|  |
|  |
|  |

1. Please list three key ways in which you think the performance and/or effectiveness of the board could be improved.

|  |  |
| --- | --- |
| 1 |  |
|  |  |
| 2 |  |
|  |  |
| 3 |  |
|  |  |

1. Do you have any other comments regarding the board’s performance or its effectiveness?

|  |
| --- |
|  |
|  |
|  |

1. Do you have any comments regarding the performance of individual board members and their ability to perform their role?

|  |
| --- |
|  |
|  |
|  |

**PART D: BOARD COMMITTEES**

**AUDIT COMMITTEE (Please only answer these questions if you are a member of this committee)**

1. Committee role, functions, processes and dynamics

*1 Strongly disagree | 2 Disagree | 3 Neither agree nor disagree (Not sure)| 4 Agree | 5 Strongly agree*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Statement** | | **1** | **2** | **3** | **4** | **5** |
|  | The role of the committee is clearly defined and documented |  |  |  |  |  |
|  | The skills of committee members correlate with the committee’s role (i.e. relevant accounting qualifications and experience) |  |  |  |  |  |
|  | The committee adds value to the board’s work |  |  |  |  |  |
|  | The committee meets with appropriate frequency |  |  |  |  |  |
|  | Committee meetings achieve the desired objectives (e.g. completes the agenda, constructive debate, and enables sound decision-making processes) |  |  |  |  |  |
|  | The committee has an appropriate interface with the external auditor |  |  |  |  |  |
|  | The committee has an appropriate interface with the internal auditor (e.g. reviews work plan, performance and reports) |  |  |  |  |  |
|  | The Committee ensures that the recommendations of the external auditor are addressed |  |  |  |  |  |
|  | The Committee complies with the requirements of the Public Bodies Management and Accountability Act (PBMAA) in relation to the Committee’s functions |  |  |  |  |  |

1. Overall assessment

How do you rate the overall performance of the committee?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Extremely poor** | **Poor** | **Average** | **Good** | **Excellent** |
| 1 | 2 | 3 | 4 | 5 |

1. Do you have any other comments or suggested improvements regarding the committee’s performance?

|  |
| --- |
|  |
|  |

**CORPORATE GOVERNANCE COMMITTEE (Please only answer these questions if you are a member of this committee)**

1. Committee role, functions, processes and dynamics

*1 Strongly disagree | 2 Disagree | 3 Neither agree nor disagree (Not sure)| 4 Agree | 5 Strongly agree*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Statement** | | **1** | **2** | **3** | **4** | **5** |
|  | The role of the committee is clearly defined and documented |  |  |  |  |  |
|  | The skills of committee members correlate with the committee’s role |  |  |  |  |  |
|  | The committee adds value to the board’s work by ensuring appropriate guidelines are in place |  |  |  |  |  |
|  | The committee meets with appropriate frequency |  |  |  |  |  |
|  | Committee meetings achieve the desired objectives (e.g. completes the agenda, constructive debate, and enables sound decision-making processes) |  |  |  |  |  |
|  | The Committee appropriately reviews the public body’s compliance with required governance procedures |  |  |  |  |  |

1. Overall assessment

How do you rate the overall performance of the committee?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Extremely poor** | **Poor** | **Average** | **Good** | **Excellent** |
| 1 | 2 | 3 | 4 | 5 |

1. Do you have any other comments or suggested improvements regarding the committee’s performance?

|  |
| --- |
|  |
|  |

**FINANCE COMMITTEE (Please only answer these questions if you are a member of this committee)**

1. Committee role, functions, processes and dynamics

*1 Strongly disagree | 2 Disagree | 3 Neither agree nor disagree (Not sure)| 4 Agree | 5 Strongly agree*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Statement** | | **1** | **2** | **3** | **4** | **5** |
|  | The role of the committee is clearly defined and documented |  |  |  |  |  |
|  | The skills of committee members correlate with the committee’s role |  |  |  |  |  |
|  | The committee adds value to the board’s work |  |  |  |  |  |
|  | The committee meets with appropriate frequency |  |  |  |  |  |
|  | Committee meetings achieve the desired objectives (e.g. completes the agenda, constructive debate, and enables sound decision-making processes) |  |  |  |  |  |
|  | The Committee assesses the budget and financial reports as required and provides appropriate recommendations |  |  |  |  |  |
|  | The Committee interfaces appropriately with management consistent with the Committee’s Terms of Reference, or similar guiding document |  |  |  |  |  |

1. Overall assessment

How do you rate the overall performance of the committee?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Extremely poor** | **Poor** | **Average** | **Good** | **Excellent** |
| 1 | 2 | 3 | 4 | 5 |

1. Do you have any other comments or suggested improvements regarding the committee’s performance?

|  |
| --- |
|  |
|  |

**PROCUREMENT COMMITTEE (Please only answer these questions if you are a member of this committee)**

1. Committee role, functions, processes and dynamics

*1 Strongly disagree | 2 Disagree | 3 Neither agree nor disagree (Not sure)| 4 Agree | 5 Strongly agree*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Statement** | | **1** | **2** | **3** | **4** | **5** |
|  | The role of the committee is clearly defined and documented |  |  |  |  |  |
|  | The skills of committee members correlate with the committee’s role |  |  |  |  |  |
|  | The committee adds value to the board’s work |  |  |  |  |  |
|  | The committee interfaces well with the board |  |  |  |  |  |
|  | The committee meets with appropriate frequency |  |  |  |  |  |
|  | Committee meetings achieve the desired objectives (e.g. completes the agenda, constructive debate, and enables sound decision-making processes) |  |  |  |  |  |
|  | The Committee appropriately reviews the public body’s compliance with required procurement procedures |  |  |  |  |  |

1. Overall assessment

How do you rate the overall performance of the committee?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Extremely poor** | **Poor** | **Average** | **Good** | **Excellent** |
| 1 | 2 | 3 | 4 | 5 |

1. Do you have any other comments or suggested improvements regarding the committee’s performance?

|  |
| --- |
|  |
|  |

**OTHER BOARD COMMITTEES - The template below may be adapted/adjusted for use as appropriate, for other committees not named above**

1. Committee role, functions, processes and dynamics

*1 Strongly disagree | 2 Disagree | 3 Neither agree nor disagree (Not sure)| 4 Agree | 5 Strongly agree*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Statement** | | **1** | **2** | **3** | **4** | **5** |
|  | The skills of committee members correlate with the committee’s role |  |  |  |  |  |
|  | The committee adds value to the board’s work |  |  |  |  |  |
|  | The committee interfaces well with the board |  |  |  |  |  |
|  | The committee meets with appropriate frequency |  |  |  |  |  |
|  | Committee meetings achieve the desired objectives (e.g. completes the agenda, constructive debate, and enables sound decision-making processes) |  |  |  |  |  |
|  | The Committee appropriately reviews the public body’s compliance with required related procedures/policies |  |  |  |  |  |

1. Overall assessment

How do you rate the overall performance of the committee?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Extremely poor** | **Poor** | **Average** | **Good** | **Excellent** |
| 1 | 2 | 3 | 4 | 5 |

1. Do you have any other comments or suggested improvements regarding the committee’s performance?

|  |
| --- |
|  |
|  |

**PART E: CORPORATE SECRETARY’S PERFORMANCE**

*1 Strongly disagree | 2 Disagree | 3 Neither agree nor disagree (Not sure) | 4 Agree | 5 Strongly agree*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Statement** | | **1** | **2** | **3** | **4** | **5** |
|  | The Corporate Secretary is aware of his/her roles and responsibilities |  |  |  |  |  |
|  | The Corporate Secretary is knowledgeable of applicable laws and policies relating to the entity |  |  |  |  |  |
|  | The Corporate Secretary offers adequate support to the Board and its committees (includes on time provision of board papers to Board and Committee members, as well as facilitation of their orientation and continual development). |  |  |  |  |  |
|  | The Corporate Secretary engages appropriately with the Chair |  |  |  |  |  |
|  | The Corporate Secretary is an effective source of guidance and advice on matters of corporate governance and business ethics |  |  |  |  |  |

1. How do you rate the overall performance of the Corporate Secretary

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Extremely poor** | **Poor** | **Average** | **Good** | **Excellent** |
| 1 | 2 | 3 | 4 | 5 |

1. Please list what you consider to be the key strengths of the Corporate Secretary in that role.

|  |
| --- |
|  |
|  |

1. In what areas do you consider the Corporate Secretary could improve his/her performance in that role?

|  |
| --- |
|  |
|  |