

Self-assessment of the individual performance of a member of the board of directors

Personal performance – does the director measure up?

One of the recommendations contained in the economiesuisse ‘Swiss Code of Best Practice for Corporate Governance’ is for the board to carry out an annual evaluation of individual directors.

This questionnaire has been put together to give an indication of the principal areas that a director’s effectiveness review should cover. Whilst use of this tool by the individual nominated to perform the review, or in a self-assessment capacity, will provide helpful information, additional value may be gained by distributing the tool more widely to obtain the views of others (e.g. fellow directors, management and others with whom the director interacts).

Questionnaire

The following questionnaire is provided for use in assessing a director’s personal performance. You may find it useful to rate the extent to which he/she complies with each statement, on a scale where 5 = all of the time/fully satisfactory, 4 = most of the time/above average, 3 = some of the time/average, 2 = occasionally/below average, 1 = hardly ever/poor. If the practice is not being followed or if the rating is below what is considered acceptable, space is provided to note steps the director should take to raise performance. You might also want to use it to record any personal actions you wish to take.

Practice	Rating					
	1	2	3	4	5	N/A

Setting strategy

The director has a clear understanding of the company’s core business and participates in setting its strategic aims.

Comments/measures:

Enabling performance

The director assists in ensuring that the necessary financial and human resources are available for the company to meet its objectives.

Comments/measures:

Setting and applying values

The director supports the company’s standards and values, enabling him/her to contribute to setting the tone at the top.

Comments/measures:

Demonstrating courage and integrity

The director is prepared to stand firm, challenge constructively and to lead by example on ethical matters.

Comments/measures:

Attendance at board meetings

The director regularly attends meetings.

Comments/measures:

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Appropriate preparation

The director prepares appropriately in advance of meetings.

Comments/measures:

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Active participation

The director actively participates in robust and probing discussions during and between board meetings.

Comments/measures:

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Engagement of executive directors

The director clearly works in the best interests of the company leaving his or her functional responsibilities 'at the door'.

Comments/measures:

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Personal accountability

The director demonstrates that he/she feels personally responsible for promoting the success of the business.

Comments/measures:

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Risk and control frameworks

The director's approach to reviewing risk in the organisation is open and questioning.

Comments/measures:

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Reaction to bad news

The director responds positively and constructively to bad news, thus encouraging open and transparent communications.

Comments/measures:

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Understanding of individual contribution

The director recognises the role which he/she and each of his/her colleagues is expected to play.

Comments/measures:

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Director's skills

The director has the appropriate skills and experience for the role.

Comments/measures:

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Understanding of the business

The director makes an effort to get to know the business.

Comments/measures:

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Sufficient time for the role

The director has sufficient time to devote to the role.

Comments/measures:

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Flexibility

The director anticipates and embraces change, and reinforces the positive aspects of change to others.

Comments/measures:

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Personal impact

The director communicates with impact, seeking to understand others' points of view and negotiating/influencing as appropriate.

Comments/measures:

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Demonstrating business acumen

The director makes sound decisions and exercises good judgement in debating board agenda items.

Comments/measures:

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Professional development

The director takes responsibility for his/her ongoing professional development.

Comments/measures:

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Managing relationships with the executive board

The director ensures channels of communication with the executive board and others are kept open as appropriate.

Comments/measures:

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Managing relationships with others externally

The director is open to contact from major shareholders and other stakeholders as appropriate to his/her role on the board.

Comments/measures:

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Liaison with the company secretary

The director utilises the support of the company secretary as appropriate.

Comments/measures:

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Personal information

Last name/first name:

Function:

Company:

Date: