

Policy Governance Model Alignment Survey

Instructions: This is a survey designed to assess the degree to which the board is aligned with the Policy Governance[®] model. Part I reviews the first 5 of the 10 policy governance principles, with 2 questions for each principle. Only boards experienced with the Policy Governance (R) model should take this survey, as it assumes understanding of terminology specific to this governing model.

Please take 5-10 minutes to complete this survey. Thank you.

[SELECT ONE RESPONSE FOR EACH QUESTION]

Principle 1. Ownership. The board stands in for its ownership, those who 'own' the organization.

1. During linkage meetings, the board...

- (a) ___ Primarily gets input about "stakeholder" or "customer" type issues.
- (b) ___ Drifts between owner input about values/priorities related to Ends and dealing with "stakeholder" or "customer" type issues.
- (c) ___ Sticks to the agenda, primarily listening to owner input about values/priorities related to Ends, rather than "stakeholder" or "customer" type issues.

Comment (optional):

Principle 2. Position of Board. The board is positioned between the ownership and the organization.

2. References to the board role...

- (a) ___ Do not relate to owners or the board's accountability to them.
- (b) ___ Partially relate to owners and the board's accountability to them.
- (c) ___ Relate primarily to owners and the board's accountability to them.

Comment (optional):

Principle 3. Board Holism. The board speaks with one voice, or not at all.

3. Does the board prevent individual board members from directing or evaluating the CEO and staff?

- (a) ___ The board fails to prevent individual board members from directing or evaluating the CEO and staff.
- (b) ___ The board sometimes prevents individual board members from directing or evaluating the CEO and staff, but is not consistent.
- (c) ___ The board prevents individual board members from directing or evaluating the CEO and staff.

Comment (optional):

Principle 4. Ends Policies. Ends policies are defined positively, telling the superintendent what is to be achieved.

4. Does the board spend its time talking to its owners about the Ends, formulating/revising its Ends, and assessing the organization's achievement of Ends?

- (a) ___ The board spends little or no time talking to its owners about the Ends, formulating/revising its Ends, or assessing the organization's achievement of Ends.
- (b) ___ The board spends some time talking to its owners about the Ends, formulating/revising its Ends, and assessing the organization's achievement of Ends.
- (c) ___ The board spends a significant amount of its time talking to its owners about the Ends, formulating/revising its Ends, and assessing the organization's achievement of Ends.

Comment (optional):

Principle 5. Board Means Policies. Board means policies control how the board operates and how it interacts with staff.

5. Does the board have policies (as in a code of conduct) that set out expectations relating to the board's own job results?
- (a) ___ The board has no policies outlining a board member code of conduct, nor even any that set out partial expectations relating to the board's own job results and conduct.
 - (b) ___ The board has policies that set out expectations relating to the board's own job results and conduct, but those expectations are not all-inclusive, as in a code of conduct.
 - (c) ___ The board has policies (including a clearly recognizable board member code of conduct) that set out all its expectations relating to the board's own job results and conduct.
- Comment (optional):

Principle 6. Executive Limitations Policies. Staff means policies are defined negatively, stating conditions that are unacceptable and therefore to be avoided.

6. CEO freedom to choose appropriate means to achieve Ends without asking for board approval.
- (a) ___ The CEO waits on board approval before choosing from among available means to achieve Ends.
 - (b) ___ The CEO solicits board advice before choosing from among available means to achieve Ends.
 - (c) ___ The CEO chooses appropriate means to achieve Ends without asking for board approval.
- Comment (optional):

Principle 7. Policy Size. The board sets expectations first in broad values, then in progressively greater detail.

7. Is any direction given by the Board beyond that which is written in policy?
- (a) ___ Direction is often given by the Board through other means than that which is written in policy.
 - (b) ___ Some direction is given by the Board through other means than that which is written in policy.
 - (c) ___ No direction is given by the Board except that which is written in policy.
- Comment (optional):

Principle 8. Delegation. The board delegates authority to the superintendent.

8. Are directions of the board stated in policy and clearly delegated (to CEO, group, board officer, board committee, etc.)?
- (a) ___ Directions of the board are not stated in policy or are not clearly delegated (CEO, group, board officer, board committee, etc.)
 - (b) ___ Directions of the board are usually stated in policy and usually delegated (CEO, group, board officer, board committee, etc.)
 - (c) ___ All directions of the board are stated in policy and clearly delegated (CEO, group, board officer, board committee, etc.)
- Comment (optional):

Principle 9. Interpretation. Any reasonable interpretation of board policy by the superintendent is acceptable.

9. When the board finds an interpretation is reasonable but not what it actually expects, does it clarify expectations for the future in the policy revision process that follows?

- (a) ___ When the board finds an interpretation is reasonable but not what it actually expects, it fails to clarify expectations for the future in the policy revision process that follows.
- (b) ___ When the board finds an interpretation is reasonable but not what it actually expects, it usually considers clarifying expectations for the future in the policy revision process that follows.
- (c) ___ When the board finds an interpretation is reasonable but not what it actually expects, it clarifies expectations for the future in the policy revision process that follows.

Comment (optional):

Principle 10. Monitoring. The board monitors organizational performance only against criteria written in policy.

10. The monitoring process as described in policy includes three steps after the board develops policy:

- I. The superintendent provides an interpretation statement, with criteria for success.
- II. The board decides if the interpretation is reasonable.
- III. The board receives data, and judges if data meets criteria.

What steps does the board routinely include in the monitoring process?

- (a) ___ Step III only – the board receives data, then judges success based on data it receives.
- (b) ___ Only steps I and III – the board receives an interpretation statement with criteria; then it receives data, and judges if data meets criteria.
- (c) ___ All three steps. The board receives an interpretation statement with criteria; it decides if the interpretation is reasonable; it receives data, and judges if data meets criteria.