

2014 Board Self-Assessment

The objective of the Board Self-Assessment is to provide directors with an opportunity to examine how the Board is operating and to make suggestions for improvement.

Please return a copy of the self-assessment to the Corporate Secretariat by e-mail to tranquillo.marrocco@cbc.ca, by fax or by mail before February 28, 2014.

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The Board Self-Assessment is comprised of the following parts:

- A. Board Operations
- B. Board Effectiveness
- C. Board Committees
- D. Chair of the Board
- E. Individual Director

Please circle the response that **best** reflects your opinion. The rating scale for each statement is:

Strongly Disagree	Disagree	Maybe / Not Sure	Agree	Strongly Agree
1	2	3	4	5

Directors are strongly encouraged to include additional comments in the space provided after each part.

A summary report and appropriate recommendations will be prepared will be submitted to the Chair of the Board and the Governance Committee for review prior to presentation to the full Board for discussion.

The Chair of the Board will meet individually with each Board member for a “fireside chat” to discuss that Board member’s Individual Director Self-Assessment (Part E).

A. BOARD OPERATIONS	Strongly Disagree	Disagree	Neither / Not Sure	Agree	Strongly Agree
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1. Board meetings are of an appropriate frequency and duration.

1	2	3	4	5
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2. Board meetings are held in appropriate locations (cities and venues).

1	2	3	4	5
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3. The quality, level of detail and timeliness of the Board meeting documents are appropriate.

1	2	3	4	5
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4. Board debate and discussion is undertaken in an environment where directors are frank and open and where the atmosphere is conducive to sharing ideas.

1	2	3	4	5
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5. The Board concludes its discussions with appropriate actions or decisions.

1	2	3	4	5
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6. There is an open, constructive relationship between the Board and the President and CEO.

1	2	3	4	5
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7. Management is sufficiently responsive to questions and issues raised by the Board and communicates with the Board in an open, candid and timely manner.

1	2	3	4	5
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8. The frequency and duration of in camera sessions without management or the President and CEO present are appropriate and provide an effective forum for raising sensitive issues.

1	2	3	4	5
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9. The new director orientation program and the ongoing director development program are appropriate.

1	2	3	4	5
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A. BOARD OPERATIONS

Strongly Disagree Disagree Neither / Not Sure Agree Strongly Agree

10. The division of authority and the allocation of responsibilities between the Board and the Chair of the Board, the President and CEO, and Board Committees are clearly articulated in written terms of reference.

1	2	3	4	5
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11. The Board puts in place plans to address any issues identified in the Board self-assessments.

1	2	3	4	5
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12. There is an effective process to identify and deal with potential conflict of interests of board members.

1	2	3	4	5
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13. The Board has adequate access to management and, if required, independent advice.

1	2	3	4	5
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14. The Board Portal is accessible and easy to use.

1	2	3	4	5
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Additional Comments:

B. BOARD EFFECTIVENESS	Strongly Disagree	Disagree	Neutral / Not Sure	Agree	Strongly Agree
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1. The Board performs its responsibilities well in the following areas:

(a) effectively delegating the responsibility for the management of the business, activities and other affairs of the Corporation to the President and CEO and providing direction and oversight for such delegation.

1	2	3	4	5
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(b) ensuring that all major issues affecting the business and affairs of the Corporation are given proper consideration.

1	2	3	4	5
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(c) periodically examining the Corporation's public policy objectives and legislated mandate and, if appropriate, making recommendations to the Government.

1	2	3	4	5
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(d) setting the Corporation's strategic direction and approving annual corporate and business plans that are in line with such strategic direction.

1	2	3	4	5
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(e) monitoring and evaluating the Corporation's performance against its strategic, corporate and business plans.

1	2	3	4	5
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(f) approving and monitoring compliance with all Significant Policies by which the Corporation is operated.

1	2	3	4	5
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(g) setting the objectives for the President and CEO and evaluating the President and CEO's performance against those objectives.

1	2	3	4	5
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(h) ensuring that management succession and development plans are in place.

1	2	3	4	5
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B. BOARD EFFECTIVENESS		Strongly Disagree	Disagree	Neutral / Not Sure	Agree	Strongly Agree
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(i)	maintaining an up-to-date director profile of desired knowledge, competencies and experience and communicating its needs and proposed candidates to the government when appointments are to be made.	1	2	3	4	5
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(j)	ensuring that corporate governance documents, processes and practices are effective.	1	2	3	4	5
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(k)	ensuring that corporate risks are appropriately managed.	1	2	3	4	5
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(l)	approving the Corporation's budgets and financial plan and monitoring and reporting on the Corporation's financial situation.	1	2	3	4	5
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(m)	ensuring the integrity of the Corporation's internal control and management information systems.	1	2	3	4	5
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(n)	ensuring that the Corporation communicates effectively with Parliament, stakeholders and the public.	1	2	3	4	5
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2.	The current strategic planning process is effective and provides for appropriate director input and approval.	1	2	3	4	5
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3. On a scale of 1 to 10, using your own personal criteria, please rate the Board's overall performance for the past year.

Unacceptable Performance 1 2 3 4 5 6 7 8 9 10 Exceptional Performance

4. How can the Board improve its effectiveness over the next year?

Additional Comments:

C. BOARD COMMITTEES	Strongly Disagree	Disagree	Maybe / Not Sure	Agree	Strongly Agree
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1. The number and type of committees are appropriate to assisting the Board to discharge its responsibilities

1	2	3	4	5
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2. Audit Committee:

(a) The mandate/terms of reference and composition of the Audit Committee are appropriate.

1	2	3	4	5
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(b) The Audit Committee discharges its mandate effectively.

1	2	3	4	5
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(c) The Audit Committee Chair effectively reports to and communicates with the Board

1	2	3	4	5
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3. Human Resources and Governance Committee:

(a) The mandate/terms of reference and composition of the Human Resources and Governance Committee are appropriate.

1	2	3	4	5
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(b) The Human Resources and Governance Committee discharges its mandate effectively.

1	2	3	4	5
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(c) The Human Resources and Governance Committee Chair effectively reports to and communicates with the Board

1	2	3	4	5
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(d) The Human Resources and Governance Committee Chair effectively reports to and communicates with the Board

1	2	3	4	5
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4. Strategic Planning Committee:

(a) The mandate/terms of reference and composition of the Strategic Planning Committee are appropriate.

1	2	3	4	5
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C. BOARD COMMITTEES	Strongly Disagree	Disagree	Maybe / Not Sure	Agree	Strongly Agree
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(b) The Strategic Planning Committee discharges its mandate effectively.

1	2	3	4	5
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(c) The Strategic Planning Committee Chair effectively reports to and communicates with the Board

1	2	3	4	5
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5. Infrastructure Committee:

(a) The mandate/terms of reference and composition of the Infrastructure Committee are appropriate.

1	2	3	4	5
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(b) The Infrastructure Committee discharges its mandate effectively.

1	2	3	4	5
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(c) The Infrastructure Committee Chair effectively reports to and communicates with the Board

1	2	3	4	5
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Additional Comments:

D CHAIR OF THE BOARD Strongly Disagree Disagree Maybe / Not Sure Agree Strongly Agree

1. The Chair of the Board ensures that the Board is aware of the principal concerns of management.

1	2	3	4	5
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2. The Chair of the Board provides effective leadership in guiding individual Board members and the Board as a whole.

1	2	3	4	5
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3. The Chair of the Board effectively manages the activities and affairs of the Board.

1	2	3	4	5
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4. The Chair of the Board ensures that Board and committee meetings are conducted in an efficient, effective and focused manner.

1	2	3	4	5
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5. The Chair of the Board maintains appropriate and effective relations with Parliament, stakeholders, and the public.

1	2	3	4	5
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Additional Comments:

Knowledge & Experience:

1. I have a good understanding of CBC/Radio-Canada's mandate, strategic plan and key issues.

1	2	3	4	5
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2. I have a good understanding of the industry and competitive environment within which CBC/Radio-Canada operates.

1	2	3	4	5
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3. I am familiar with the statutes and by-laws governing CBC/Radio-Canada's role as a Crown corporation.

1	2	3	4	5
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4. I feel that I have the knowledge/skills/expertise to enable me to provide a valuable contribution to the Board.

1	2	3	4	5
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5. I am financially literate and able to understand the Corporation's financial information.

1	2	3	4	5
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Understanding of Role and Responsibilities:

6. I have a good understanding of what is expected of me as a Director.

1	2	3	4	5
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7. I have a good understanding of where my role as a Director ends and the role of the President and CEO begins.

1	2	3	4	5
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8. I maintain the confidentiality of strategic and business information and of all the Board's deliberations and decisions.

1	2	3	4	5
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9. I support Board decisions once they are made even if I do not agree with them.

1	2	3	4	5
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10. I have a good understanding of the CBC/Radio-Canada Code of Conduct and Conflict of Interest Guidelines for Directors and I strive to conduct myself accordingly.

1	2	3	4	5
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E. INDIVIDUAL DIRECTOR

Strongly
Disagree

Disagree

Maybe /
Not Sure

Agree

Strongly
Agree

Engagement :

11. I am encouraged by other Board members to express my views/opinions at Board meetings.

1	2	3	4	5
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12. I encourage other Board members to express their views/opinions at Board meetings.

1	2	3	4	5
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13. I have a good knowledge of the responsibilities of CBC/Radio-Canada's management team and am able to consult with the Chair, the President and CEO, or other members of the senior executive team as required.

1	2	3	4	5
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14. I have a good record of attendance at meetings.

1	2	3	4	5
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15. I devote sufficient time and attention to fulfill my responsibilities as a Director of CBC/Radio-Canada.

1	2	3	4	5
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16. I stay informed about issues relevant to the mission of CBC/Radio-Canada and bring information to the attention of the Board.

1	2	3	4	5
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17. I promote the work of CBC/Radio-Canada in the community and with stakeholders whenever I have the chance to do so.

1	2	3	4	5
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Independence/Effectiveness

18. When I have a different view/opinion than the majority, I raise it

1	2	3	4	5
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19. I read the minutes, reports and other materials in advance of the Board meetings.

1	2	3	4	5
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20. I ask questions and request additional information if necessary

1	2	3	4	5
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E. INDIVIDUAL DIRECTOR

Strongly Disagree	Disagree	Maybe / Not Sure	Agree	Strongly Agree
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21. I am satisfied with my performance on the Board Committees of which I am a member.

1	2	3	4	5
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22. I raise all questions of importance in relation to Board matters at the Board meeting, either in the regular meeting or during the in camera session.

1	2	3	4	5
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23. I make a positive contribution to assist the Board in resolving divergent views if they occur.

1	2	3	4	5
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24. My personal values and ethics are congruent with those of the Board and the Corporation.

1	2	3	4	5
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25. I am satisfied with my performance as a member of the CBC/Radio-Canada Board of Directors.

1	2	3	4	5
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26. On a scale of 1 to 10, using your own personal criteria, please rate your overall performance for the past year.

Unacceptable Performance	1	2	3	4	5	6	7	8	9	10	Exceptional Performance
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Additional Comments: