

Board Performance Evaluation Template

A practical framework for running annual board reviews that produce honest findings and lasting change.

GETTING STARTED

How to use this template

This template supports annual board performance reviews. It covers the key dimensions of board effectiveness: composition, meeting quality, decision-making, information flow, committee performance, individual contribution, Chairperson effectiveness, and governance compliance.

Adapt it to reflect your board's specific context and governance structure. Distribute one copy per director; the Corporate Secretary then consolidates the responses and presents the findings at a dedicated board session.

RATING SCALE**1 = Strongly disagree / Poor****5 = Strongly agree / Excellent**

Tick the box that best reflects your view. Use the open-text fields for additional context.

What you'll find inside

- 1 Eight assessment dimensions**
Composition, meetings, information, decisions, committees, individuals, the Chair, governance.
- 2 Scoring vectors**
Each dimension is scored across five to seven scoring vectors, each with a 1-5 rating.
- 3 Overall assessment**
Two top-level rating statements plus open questions on priorities and what to protect.

RESPONDENT INFORMATION

About you

Optional context to help the Corporate Secretary analyse responses. Leave blank for an anonymous submission.

NAME (OPTIONAL)

ROLE / TITLE

ORGANISATION

YEARS ON THIS BOARD

DATE OF COMPLETION

EVALUATION YEAR

READY TO BEGIN

Nine sections. Honest answers.

There are no right or wrong answers. The value comes from candour. Set aside 30 minutes to complete this evaluation and return it to your Chairperson.

Board Composition and Skills

Assess whether the board has the right mix of expertise, diversity, and experience to address current and emerging challenges.

01

STATEMENT

RATING (1 = Strongly disagree - 5=Strongly agree)

The board has the right range of skills and expertise for the company's current strategy.

1 2 3 4 5

The board has sufficient sector and industry knowledge to provide effective oversight.

1 2 3 4 5

There is appropriate diversity of background, perspective, and experience on the board.

1 2 3 4 5

The board's composition is regularly reviewed in light of evolving strategic priorities.

1 2 3 4 5

Onboarding of new directors is effective and enables them to contribute quickly.

1 2 3 4 5

Are there any skills or perspectives currently missing from the board?

Meeting Effectiveness

02

Evaluate the quality of board meetings, including preparation, agenda structure, facilitation, and the balance between strategic and operational matters.

STATEMENT

RATING (1 = Strongly disagree - 5=Strongly agree)

Board meetings are well-structured and focused on the right issues.

1 2 3 4 5

Agendas are clear, well-sequenced, and allow sufficient time for key topics.

1 2 3 4 5

The balance between strategic, operational, and compliance matters is appropriate.

Meetings start and end on time.

1 2 3 4 5

Discussions are productive and result in clear outcomes or decisions.

1 2 3 4 5

The Chairperson facilitates discussion in a way that draws out all perspectives.

1 2 3 4 5

What one change would most improve the quality of board meetings?

Information and Reporting

Assess whether board members receive the right information, at the right level of detail, in enough time to prepare effectively.

03

STATEMENT

RATING (1 = Strongly disagree - 5=Strongly agree)

Board papers are distributed with sufficient time to review before meetings.

1 2 3 4 5

Reports and papers are appropriately concise and focused.

1 2 3 4 5

The information provided enables informed discussion and decision-making.

1 2 3 4 5

Management reporting gives clear visibility of performance against strategy.

1 2 3 4 5

Sensitive or confidential information is handled securely throughout the process.

1 2 3 4 5

It is easy to access and retrieve documents and materials from previous meetings.

1 2 3 4 5

What improvements could be made to the quality or timeliness of board information?

Decision-Making

04

Assess how the board approaches major decisions and whether the process is robust, timely, and well-documented.

STATEMENT

RATING (1 = Strongly disagree - 5=Strongly agree)

The board makes decisions in a timely manner without unnecessary delay.

1 2 3 4 5

Decisions are based on sufficient information and evidence.

1 2 3 4 5

There is appropriate challenge of management proposals before approval.

1 2 3 4 5

Risk considerations are properly integrated into major decisions.

1 2 3 4 5

Decisions and their rationale are clearly recorded in meeting minutes.

1 2 3 4 5

Follow-up actions are tracked and reported on at subsequent meetings.

1 2 3 4 5

Are there areas where the board's decision-making process could be strengthened?

Committee Performance

Evaluate the effectiveness of board committees and the quality of reporting back to the full board.

05

STATEMENT

RATING (1 = Strongly disagree - 5=Strongly agree)

Committee mandates are clear and aligned with the board's overall governance framework.

1 2 3 4 5

Committees have the right composition and expertise to fulfil their mandate.

1 2 3 4 5

Committee meetings are well-run and focus on the right issues.

1 2 3 4 5

Reporting from committees to the full board is timely and effective.

1 2 3 4 5

The full board has sufficient visibility of committee work and decisions.

1 2 3 4 5

Are there any gaps or overlaps in committee remits that should be addressed?

Individual Director Contribution

Assess the overall quality of engagement and contribution across the board. Specific individual feedback should be shared directly with the Chairperson.

06

STATEMENT

RATING (1 = Strongly disagree - 5=Strongly agree)

Directors come to meetings well-prepared and having reviewed the materials.

1 2 3 4 5

Contributions are constructive and focused on the issues at hand.

1 2 3 4 5

All directors participate actively in discussions.

1 2 3 4 5

Directors are willing to challenge assumptions and management proposals respectfully.

1 2 3 4 5

Directors bring relevant external perspective and market insight to discussions.

1 2 3 4 5

What would most improve the collective contribution of the board?

Chairperson Effectiveness

07

The Chairperson's role is central to meeting quality and board culture. Assess performance in facilitating the board and managing its relationship with management.

STATEMENT	RATING (1 = Strongly disagree-5=Strongly agree)
The Chairperson sets a clear and focused agenda for each meeting.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Meetings are led in a way that promotes open and balanced discussion.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
The Chairperson ensures all board members have the opportunity to contribute.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
The relationship between the Chairperson and CEO is constructive and well-managed.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
The Chairperson provides effective leadership on governance and compliance matters.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Feedback from the Chairperson to individual directors is handled constructively.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5

What could the Chairperson do differently to improve how the board functions?

Governance and Compliance

08

Assess board meetings are meeting their legal, regulatory, and governance obligations and whether documentation and record-keeping are of the required standard.

STATEMENT

RATING (1 = Strongly disagree - 5=Strongly agree)

The board has a clear understanding of its legal and regulatory obligations.

1 2 3 4 5

Governance policies and procedures are up to date and regularly reviewed.

1 2 3 4 5

Meeting minutes accurately reflect discussions, decisions, and assigned actions.

1 2 3 4 5

Confidential information is properly protected and securely managed.

1 2 3 4 5

The board has clear oversight of compliance and risk management.

1 2 3 4 5

Directors receive appropriate training and updates on governance requirements.

1 2 3 4 5

Are there any governance or compliance areas that require attention?

Overall Assessment

A final reflection on board performance and priorities for the year ahead.

09

STATEMENT

RATING (1 = Strongly disagree - 5=Strongly agree)

Overall, the board is performing effectively in its governance and oversight role.

1 2 3 4 5

The board is well-positioned to support the company's strategy over the coming year.

1 2 3 4 5

The evaluation process gave me the opportunity to give honest and candid feedback.

1 2 3 4 5

What are the board's two or three most important priorities for improvement in the coming year?

What is working particularly well that the board should protect and build on?

Any other comments or observations:

WHAT TO DO NEXT

Your board meetings deserve a conversation, not a footnote.

Once you've collected responses, book a free consultation with our team to discuss the findings, agree concrete actions, and find out how Sherpany can support you. Sherpany optimises your entire meeting lifecycle from end to end.

Speak to our team

