

# Discussion of Results of Board Survey

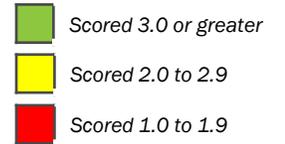
Board of Directors Workshop  
October 5, 2021



# Five Habits of Effective Boards

# 2021 Summary

Scale ranged from 1 to 4: 1=Disagree to 4=Agree



- Overall, ratings of the Five Habits of Effective Boards have increased favorably since 2015.
- Compared to 2019, the Board rated habits 2, 4 and 5 lower; Senior Management Team (SMT) rated habits 1, 4 and 5 higher than 2019. (for purposes of analysis, higher or lower  $\geq 0.2$ +/-)
- The Board and SMT perspectives are similar on habits 3 and 5. The Board and SMT ratings differ on habits 1 and 2 (board ratings higher) as well as habit 4 (board ratings lower.)

	Board					SMT				
	2015	2017	2018	2019	2021	2015	2017	2018	2019	2021
<b>Habit 1:</b> Board members cultivate the board as a distinct entity (i.e. “unity of control”)	3.0	3.4	3.3	3.7	3.6	2.1	3.1	3.3	3.0	3.2↑
<b>Habit 2:</b> The board focuses on results – and on monitoring results	2.1	2.8	3.5	3.7	3.4↓	1.3	3.5	3.7	3.7	3.8
<b>Habit 3:</b> The board ensures sufficient resources are on hand and that those resources are managed effectively	3.7	3.5	3.8	3.9	3.8	3.6	3.9	3.9	4.0	3.9
<b>Habit 4:</b> The board develops itself so that it can effectively serve the organization’s needs	2.2	2.8	3.2	3.6	3.3↓	1.9	2.9	3.4	3.5	3.7↑
<b>Habit 5:</b> The board provides feedback and support to the chief executive	3.0	2.9	3.5	3.7	3.5↓	2.5	3.4	3.7	3.4	3.7↑

# Characteristics rated 4.0 in 2021

 Scored 3.0 or greater  
 Rated 4.0 for both Board and SMT

## Board Ratings

Characteristics of effective boards	2021
Board Members recognize that the Board is a distinct entity that guides and directs the organization. (Ref 1.3)	4.0
Our Board assures an audit is conducted of the organization's finances. (Ref 3.4)	4.0
Our Board assures the adequate compensation of our chief executive. (Ref 5.5)	4.0

## SMT Ratings

Characteristics of effective boards	2021
Our Board sets goals for the organization. (Ref 2.1)	4.0
Our Board regularly reviews the finances of the organization. (Ref 3.1)	4.0
Our Board approves the organization's budget. (Ref 3.3)	4.0
Our Board assures an audit is conducted of the organization's finances. (Ref 3.4)	4.0

# Characteristics rated 2.9 or less in 2021

(sorted lowest to highest)

## Board Ratings

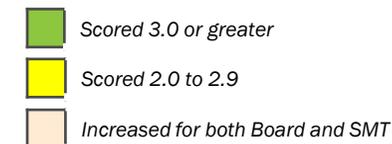
Characteristics of effective boards	2021
Our Board provides regular training in Board governance to officers and committee chairs. (Ref 4.3)	2.5
Our Board assures our chief executive receives the coaching and training that he or she needs. (Ref 5.4)	2.9

## SMT Ratings

Characteristics of effective boards	2021
Individual Board members do not direct the organization, its chief executive, or staff. (Ref 1.2)	2.9
Individual Board Members make it clear when they are offering ideas or suggestions that they are not binding on staff. (Ref 1.4)	2.9

# Increased ratings since prior year

(sorted largest to smallest delta “Δ” in ratings ; \* delta greater than 0.1)



## Board Ratings

Characteristics of effective boards	2019	2021	Δ 2021-19
Our Board assures the adequate compensation of our chief executive. (Ref 5.5)	3.6	4.0	0.4
Individual Board Members make it clear when they are offering ideas or suggestions that they are not binding on staff. (Ref 1.4)	3.0	3.4	0.4

## SMT Ratings

Characteristics of effective boards	2019	2021	Δ 2021-19
Our Board respects the role of our chief executive and does not micro-manage him or her. (Ref 5.3)	2.6	3.5	0.9
Individual Board Members make it clear when they are offering ideas or suggestions that they are not binding on staff. (Ref 1.4)	2.3	2.9	0.6
Our Board assures the adequate compensation of our chief executive. (Ref 5.5)	3.0	3.5	0.5
Our Board regularly monitors its effectiveness. (Ref 4.1)	3.4	3.7	0.3
Our Board regularly clarifies the roles of the Board, Board members, committees and staff. (Ref 4.2)	3.3	3.6	0.3
Our Board orients new Board members to be effective as Board members. (Ref 4.5)	3.4	3.7	0.3
Our Board expresses its goals in a written plan or policies. (Ref 2.2)	3.7	3.9	0.2
Our Board regularly monitors the success of the organization using agreed-upon measures of performance. (Ref 2.4)	3.6	3.8	0.2

 Scored 3.0 or greater  
 Scored 2.0 to 2.9

# Decreased ratings from prior year

(sorted largest to smallest delta “Δ” in ratings; \* delta less than - 0.1)

## Board Ratings

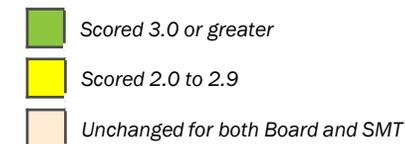
Characteristics of effective boards	2019	2021	Δ 2021-19
Our Board assures our chief executive receives the coaching and training that he or she needs. (Ref 5.4)	3.7	2.9	-0.8
Our Board provides regular training in Board governance to officers and committee chairs. (Ref 4.3)	3.3	2.5	-0.8
Our Board sets goals for the organization. (Ref 2.1)	4.0	3.4	-0.6
Individual Board members do not direct the organization, its chief executive, or staff. (Ref 1.2)	3.9	3.4	-0.5
Our Board evaluates the success of the chief executive and staff based on defined measures of performance. (Ref 2.5)	3.9	3.4	-0.5
Our Board orients new Board members to be effective as Board members. (Ref 4.5)	3.9	3.4	-0.5
Committees do not direct the organization, its chief executive, or its staff except in instances where they explicitly have that authority. (Ref 1.1)	4.0	3.6	-0.4
Our Board regularly evaluates the chief executive on the basis of the organization's success in achieving the Board-defined goals. (Ref 5.1)	3.9	3.5	-0.4
Our Board regularly monitors its effectiveness. (Ref 4.1)	3.6	3.3	-0.3
Our Board approves the organization's budget. (Ref 3.3)	4.0	3.8	-0.2
Our Board regularly clarifies the roles of the Board, Board members, committees and staff. (Ref 4.2)	3.7	3.5	-0.2
Our Board defines performance measures for the organization. (Ref 2.3)	3.3	3.1	-0.2

## SMT Ratings

Characteristics of effective boards	2019	2021	Δ 2021-19
Our Board assures that the resources in the budget are sufficient to achieve the goals defined by the Board. (Ref 3.2)	3.9	3.7	-0.2

# Ratings Unchanged\* 2019-21

(sorted highest to lowest rating; \* delta between 2019-21 not greater or less than +/- 0.1)



## Board Ratings

Characteristics of effective boards	2021
Board Members recognize that the Board is a distinct entity that guides and directs the organization. (Ref 1.3)	4.0
Our Board assures an audit is conducted of the organization's finances. (Ref 3.4)	4.0
Our Board regularly reviews the finances of the organization. (Ref 3.1)	3.9
Our Board does not let individual Board members or committees determine how money is spent. (Ref 3.5)	3.9
Our Board assures our chief executive is given a clear delegation of authority. (Ref 5.2)	3.8
The Board makes decisions and communicates them in the form of written policies. (Ref 1.5)	3.6
Our Board expresses its goals in a written plan or policies. (Ref 2.2)	3.6
Our Board assures an orderly succession of Board leadership. (Ref 4.4)	3.6
Our Board regularly monitors the success of the organization using agreed-upon measures of performance. (Ref 2.4)	3.5
Our Board assures that the resources in the budget are sufficient to achieve the goals defined by the Board. (Ref 3.2)	3.5
Our Board respects the role of our chief executive and does not micro-manage him or her. (Ref 5.3)	3.5

## SMT Ratings

Characteristics of effective boards	2021
Our Board sets goals for the organization. (Ref 2.1)	4.0
Our Board regularly reviews the finances of the organization. (Ref 3.1)	4.0
Our Board approves the organization's budget. (Ref 3.3)	4.0
Our Board assures an audit is conducted of the organization's finances. (Ref 3.4)	4.0
Our Board does not let individual Board members or committees determine how money is spent. (Ref 3.5)	3.9
Our Board regularly evaluates the chief executive on the basis of the organization's success in achieving the Board-defined goals. (Ref 5.1)	3.9
Our Board assures an orderly succession of Board leadership. (Ref 4.4)	3.8
Our Board evaluates the success of the chief executive and staff based on defined measures of performance. (Ref 2.5)	3.7
Our Board assures our chief executive receives the coaching and training that he or she needs. (Ref 5.4)	3.7
Our Board assures our chief executive is given a clear delegation of authority. (Ref 5.2)	3.6
Our Board defines performance measures for the organization. (Ref 2.3)	3.5
Board Members recognize that the Board is a distinct entity that guides and directs the organization. (Ref 1.3)	3.3
Committees do not direct the organization, its chief executive, or its staff except in instances where they explicitly have that authority. (Ref 1.1)	3.1
Individual Board members do not direct the organization, its chief executive, or staff. (Ref 1.2)	2.9

# Similar Ratings between Board and SMT

(sorted largest highest to lowest Board ratings; \* delta between 2019-21 not greater or less than +/- 0.1)

Characteristics of effective boards	Board	SMT	Δ
Our Board assures an audit is conducted of the organization's finances. (Ref 3.4)	4.0	4.0	0.0
Our Board does not let individual Board members or committees determine how money is spent. (Ref 3.5)	3.9	3.9	0.0
Our Board regularly reviews the finances of the organization. (Ref 3.1)	3.9	4.0	-0.1
The Board makes decisions and communicates them in the form of written policies. (Ref 1.5)	3.6	3.6	0.0
Our Board respects the role of our chief executive and does not micro-manage him or her. (Ref 5.3)	3.5	3.5	0.0
Our Board regularly clarifies the roles of the Board, Board members, committees and staff. (Ref 4.2)	3.5	3.6	-0.1

# Variations\* between Board and SMT Ratings

(sorted by variance in delta “Δ” in ratings (Board – SMT); \* variance greater than +/- 0.1)

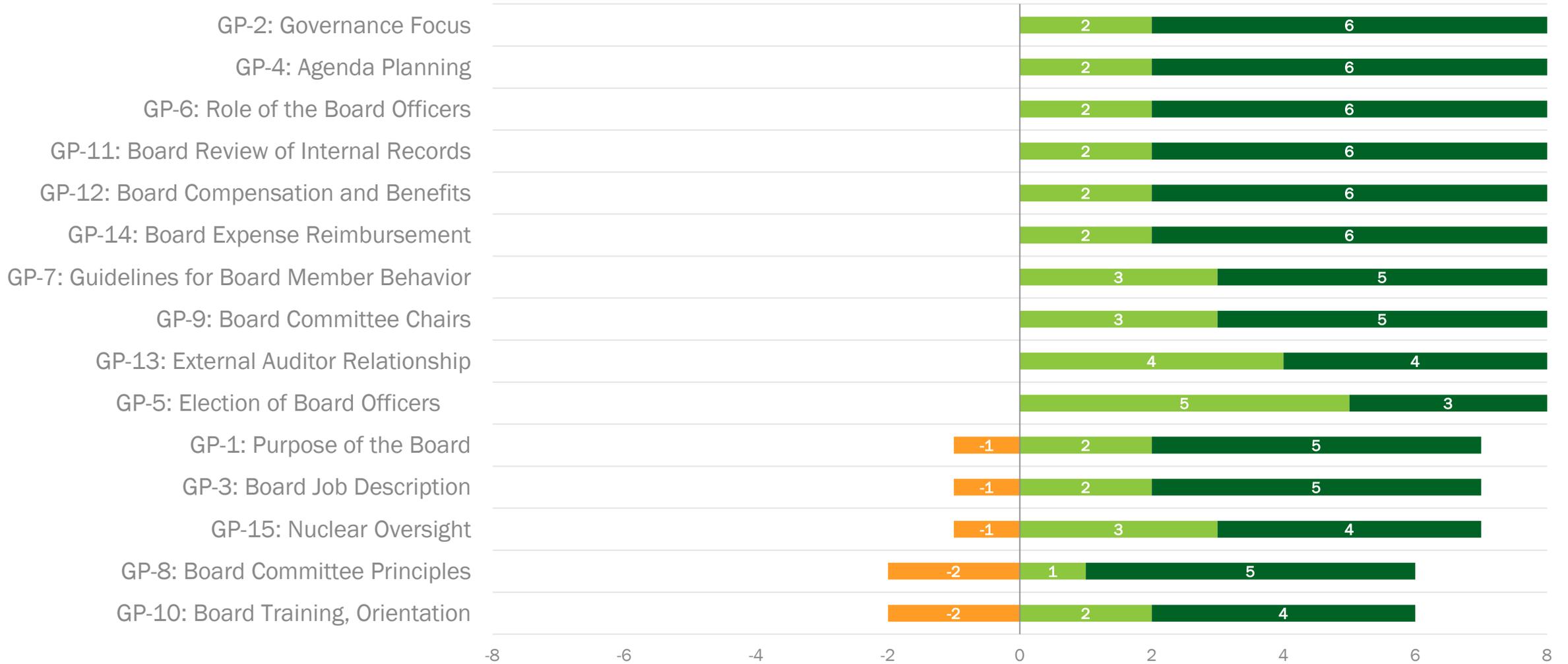
 Scored 3.0 or greater  
 Scored 2.0 to 2.9

Characteristics of effective boards	Board	SMT	Δ
Board Members recognize that the Board is a distinct entity that guides and directs the organization. (Ref 1.3)	4.0	3.3	0.7
Committees do not direct the organization, its chief executive, or its staff except in instances where they explicitly have that authority. (Ref 1.1)	3.6	3.1	0.5
Individual Board members do not direct the organization, its chief executive, or staff. (Ref 1.2)	3.4	2.9	0.5
Individual Board Members make it clear when they are offering ideas or suggestions that they are not binding on staff. (Ref 1.4)	3.4	2.9	0.5
Our Board assures the adequate compensation of our chief executive. (Ref 5.5)	4.0	3.5	0.5
Our Board assures our chief executive is given a clear delegation of authority. (Ref 5.2)	3.8	3.6	0.2
Our Board assures an orderly succession of Board leadership. (Ref 4.4)	3.6	3.8	-0.2
Our Board assures that the resources in the budget are sufficient to achieve the goals defined by the Board. (Ref 3.2)	3.5	3.7	-0.2
Our Board approves the organization's budget. (Ref 3.3)	3.8	4.0	-0.2
Our Board expresses its goals in a written plan or policies. (Ref 2.2)	3.6	3.9	-0.3
Our Board regularly monitors the success of the organization using agreed-upon measures of performance. (Ref 2.4)	3.5	3.8	-0.3
Our Board evaluates the success of the chief executive and staff based on defined measures of performance. (Ref 2.5)	3.4	3.7	-0.3
Our Board orients new Board members to be effective as Board members. (Ref 4.5)	3.4	3.7	-0.3
Our Board regularly evaluates the chief executive on the basis of the organization's success in achieving the Board-defined goals. (Ref 5.1)	3.5	3.9	-0.4
Our Board defines performance measures for the organization. (Ref 2.3)	3.1	3.5	-0.4
Our Board regularly monitors its effectiveness. (Ref 4.1)	3.3	3.7	-0.4
Our Board sets goals for the organization. (Ref 2.1)	3.4	4.0	-0.6
Our Board assures our chief executive receives the coaching and training that he or she needs. (Ref 5.4)	2.9	3.7	-0.8
Our Board provides regular training in Board governance to officers and committee chairs. (Ref 4.3)	2.5	3.5	-1.0

# Board Policies Survey

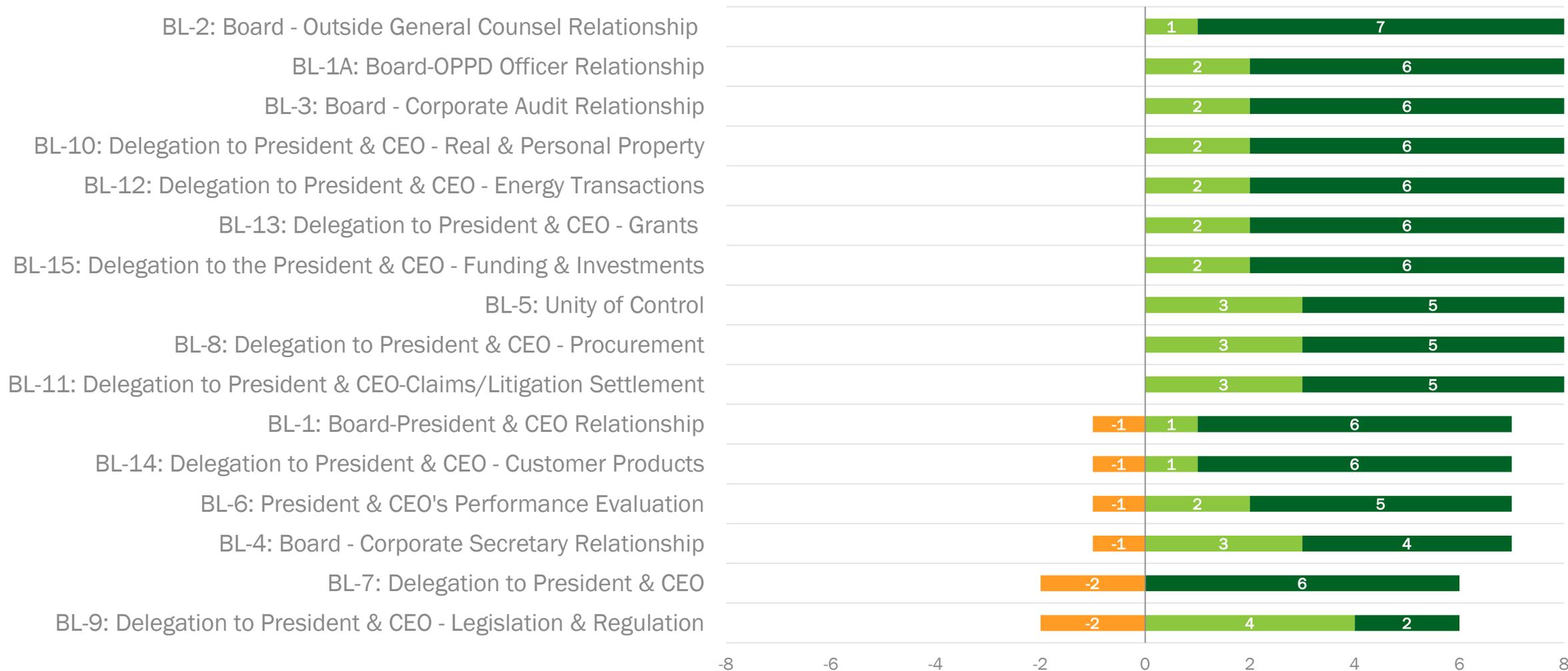
***As a Board member, I believe the policy sufficiently reflects the desired principles/processes for Board governance.***

Strongly Agree
Agree
Disagree
Strongly Disagree



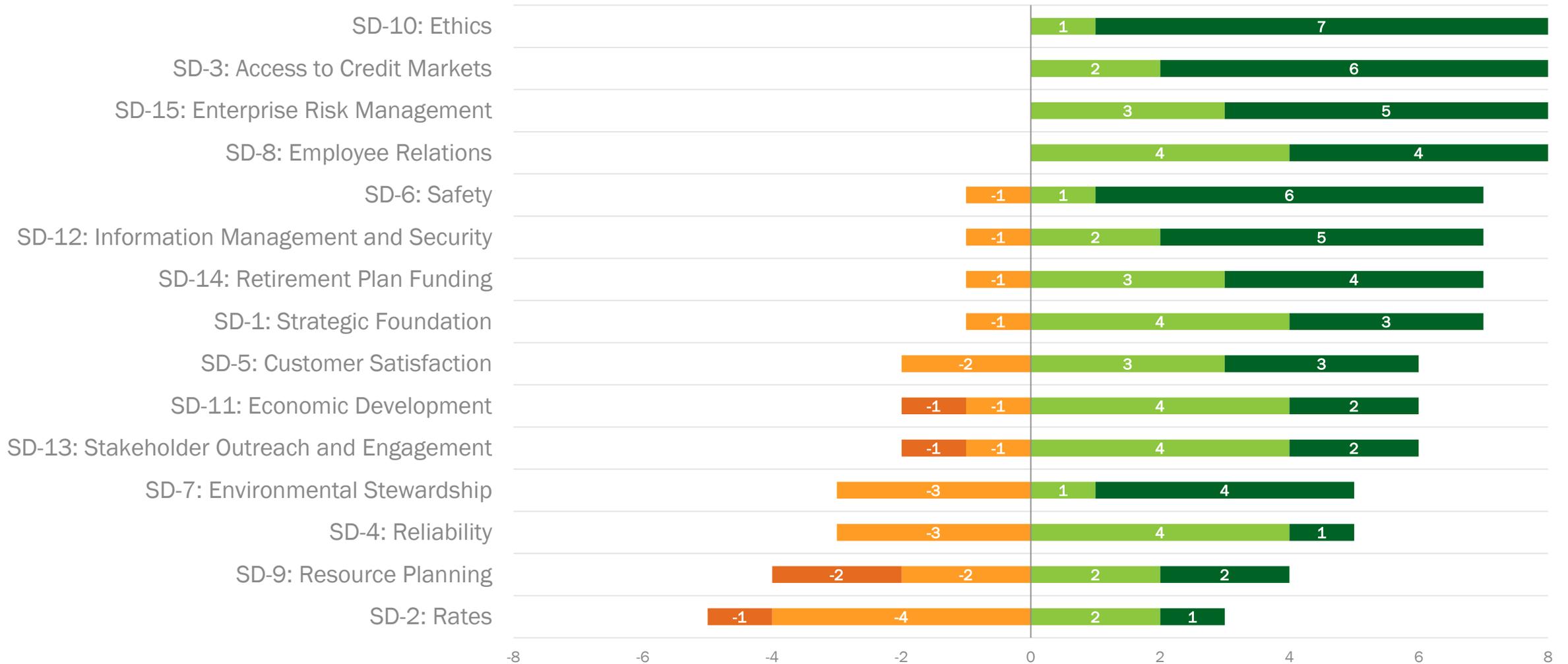
***As a Board member, I believe this **Board-Staff Linkage** policy sufficiently reflects the delegations from the Board to the CEO to carry out the work of OPPD.***

Strongly Agree
Agree
Disagree
Strongly Disagree



***As a Board member, I believe the policy sufficiently reflects the desired strategic direction for OPPD.***

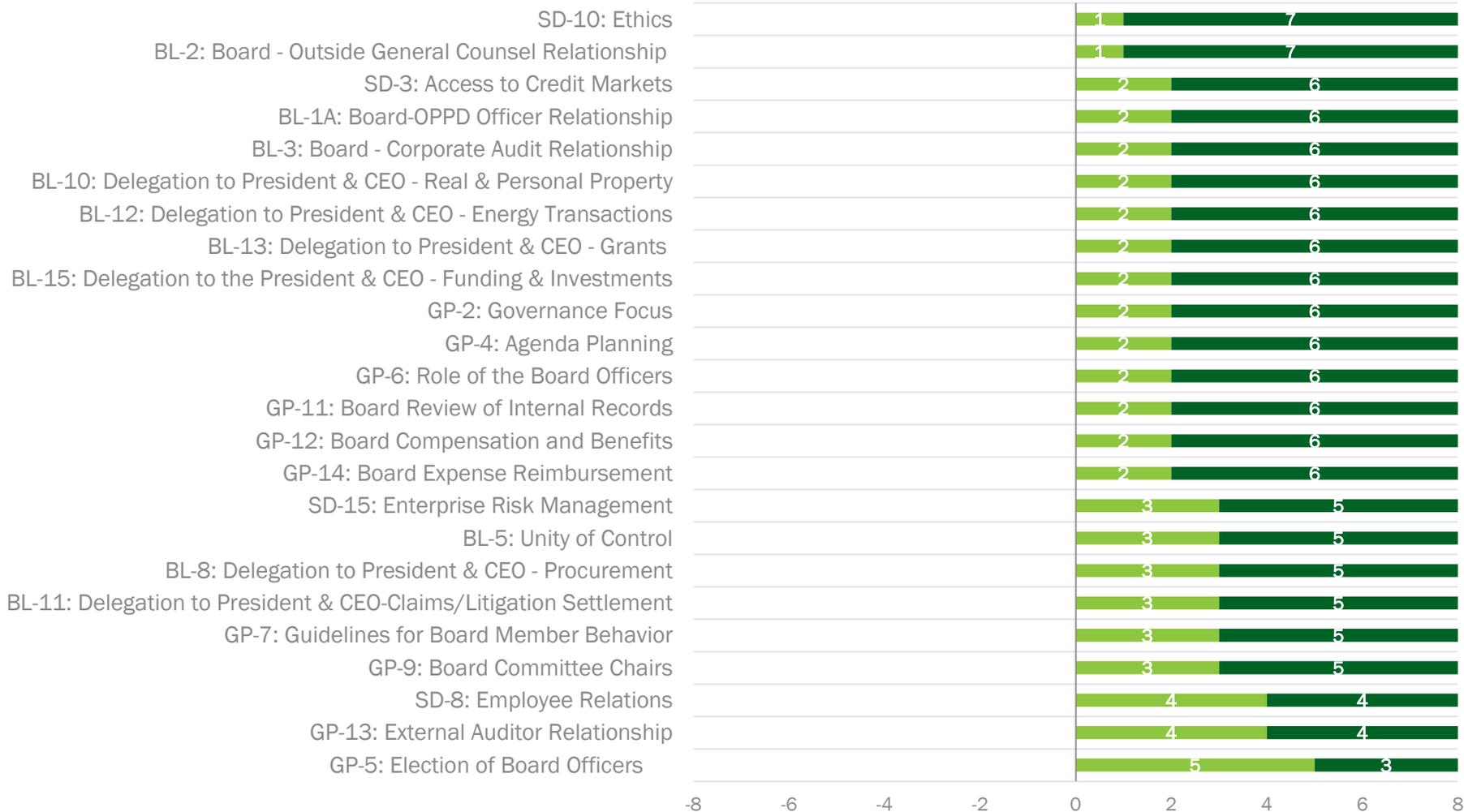
Strongly Agree
Agree
Disagree
Strongly Disagree



# Board Policies Sorted by Level of Agreement

Includes only policies where directors selected “Agree” or “Strongly Agree” relevant to that policy survey statement

	Strongly Agree
	Agree
	Disagree
	Strongly Disagree



## Policy Survey Statement

*GP:* As a Board member, I believe the policy sufficiently reflects the desired **principles/processes** for Board governance.

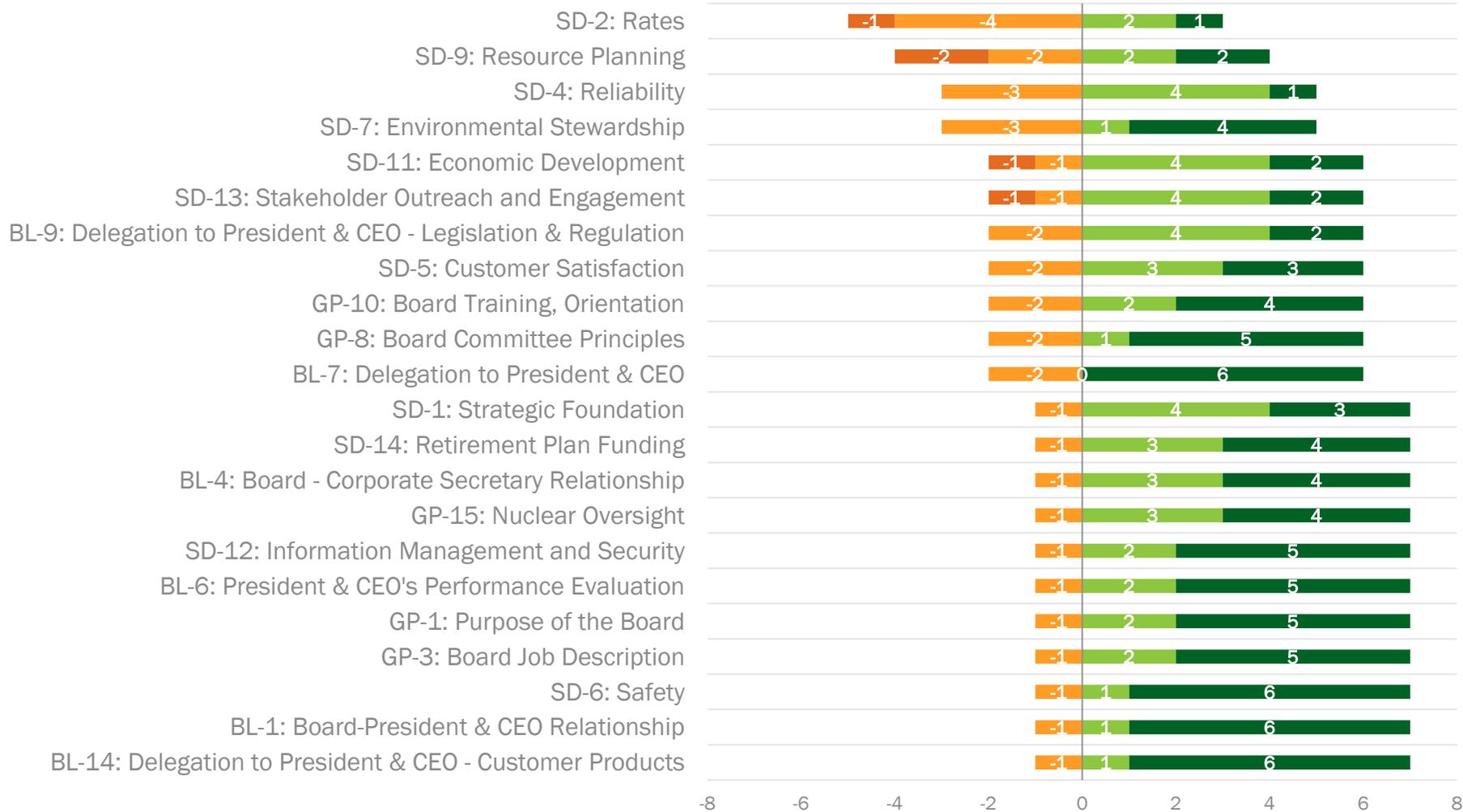
*BL:* As a Board member, I believe this **Board-Staff Linkage** policy sufficiently reflects the delegations from the Board to the CEO to carry out the work of OPPD.

*SD:* As a Board member, I believe the policy sufficiently reflects the desired **strategic direction** for OPPD.

# Board Policies Sorted by Level of Disagreement

Includes only policies where directors selected “disagree” or “strongly disagree” relevant to that policy survey statement

Strongly Agree
Agree
Disagree
Strongly Disagree



## Policy Survey Statement

**GP:** As a Board member, I believe the policy sufficiently reflects the desired **principles/processes** for Board governance.

**BL:** As a Board member, I believe this **Board-Staff Linkage** policy sufficiently reflects the delegations from the Board to the CEO to carry out the work of OPPD.

**SD:** As a Board member, I believe the policy sufficiently reflects the desired **strategic direction** for OPPD.