



ICANN Whole of Board Appraisal 24 November 2010

Areas covered in the feedback

This feedback is designed to provide clear specific information about the perceived areas of strength and development needs in the areas considered critical for the board.

This report covers the following topics:

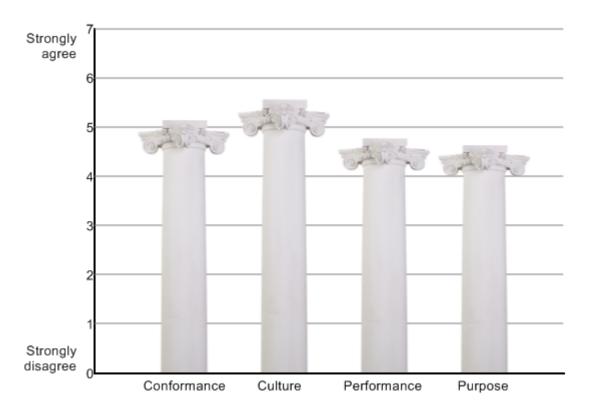
- Role
- Meetings
- Purpose
- Stakeholders
- Conformance
- Performance
- Management and board
- Culture
- Capability
- Overall

Feedback is based on the following scale:

Don't know or N/A ratings are reported separately in text form at the top of each question graph

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Somewhat disagree
- 4 = Neither disagree or agree
- 5 = Somewhat agree
- 6 = Agree
- 7 = Strongly agree

Four Pillars Analysis



This Chart provides a high level view of the ratings from your Whole of Board questionnaire across four dimensions: **purpose**, **conformance**, **performance** and **culture**. These dimensions are otherwise known as "The Four Pillars of Effective Board Governance", from the Institute of Directors in New Zealand (Inc) publication: "Principles of Best Practice for New Zealand Directors".

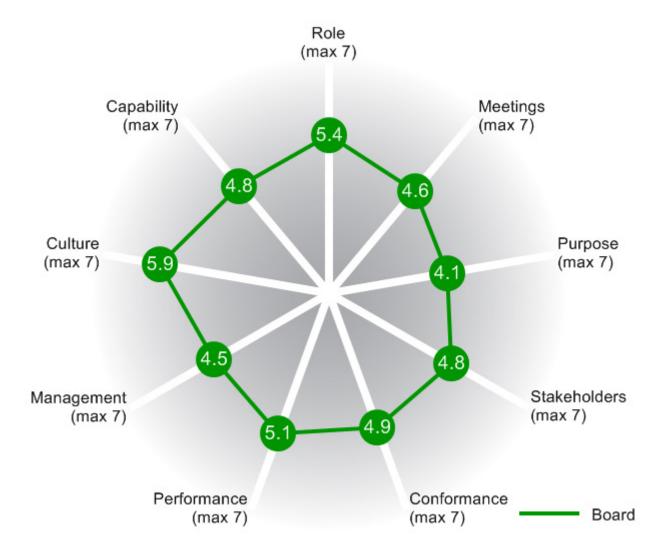
Each of the four dimensions takes data from a different part of the questionnaire in order to provide a snapshot of the balance of the Board's current activities and performance levels. **Purpose** is the average rating from the "Purpose" and "Stakeholder" sections; **Conformance** is from the "Conformance" section; **Performance** is from the "Performance" and "Management and Board" sections; and **Culture** is from the "Culture" section. You can examine the underlying data by looking at the detailed reports under the same section names.

While Boards should aim for high ratings in all dimensions, this may only be achievable over the longer term.

A significant imbalance between ratings, for example a 6.0 for "Conformance" but 3.0 for "Purpose", indicates that the Board is not adding sufficient value across a key dimension (in this case purpose, or strategy) and may not currently have the processes or expertise necessary to do so. This may require action and the detailed reports should provide guidance as to what to focus on. The shape of the graph therefore provides a useful pointer to potential improvement.

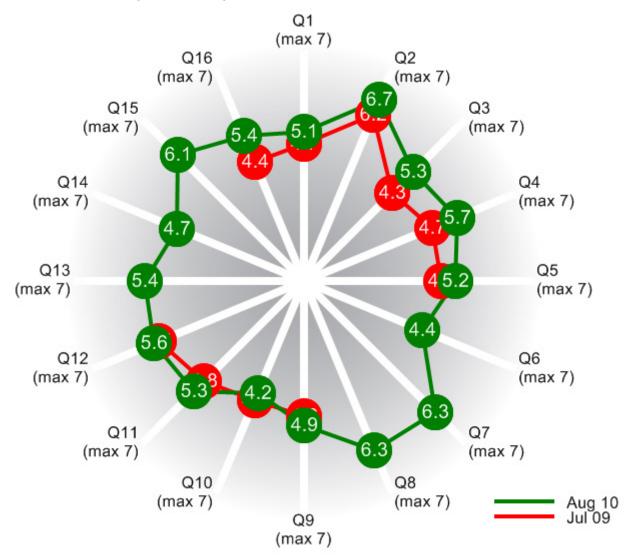
Data will accumulate from successive surveys to show how each Board's balance is moving over time and against the benchmark of other New Zealand organisations using BetterBoards.

Average Rating by Section



Role

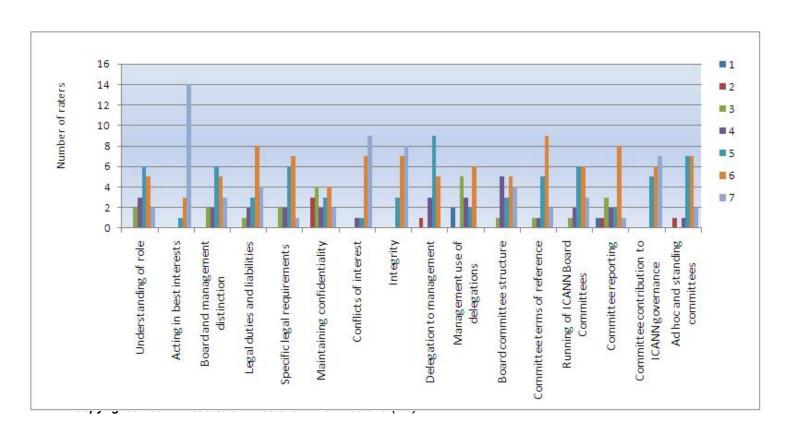
Question Set Summary (Board only)





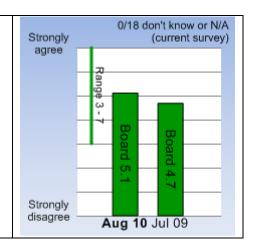
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#	Question name	DK	1	2	3	4	5	6	7	Tota	BD	Median	Mod	SD
		or N/A								ı	Av e		е	
1	Understanding of role				2	3	6	5	2	18	5.1	5.0	5.0	1.18
2	Acting in best interests						1	3	1 4	18	6.7	7.0	7.0	0.57
3	Board and management distinction				2	2	6	5	3	18	5.3	5.0	5.0	1.23
4	Legal duties and liabilities				1	2	3	8	4	18	5.7	6.0	6.0	1.14
5	Specific legal requirements				2	2	6	7	1	18	5.2	5.0	6.0	1.10
6	Maintaining confidentiality			3	4	2	3	4	2	18	4.4	4.5	3.0	1.72
7	Conflicts of interest					1	1	7	9	18	6.3	6.5	7.0	0.84
8	Integrity						3	7	8	18	6.3	6.0	7.0	0.75
9	Delegation to management			1		3	9	5		18	4.9	5.0	5.0	1.00
1	Management use of delegations		2		5	3	2	6		18	4.2	4.0	6.0	1.69
1	Board committee structure				1	5	3	5	4	18	5.3	5.5	4.0	1.28
1 2	Committee terms of reference				1	1	5	9	2	18	5.6	6.0	6.0	0.98
1 3	Running of ICANN Board Committees				1	2	6	6	3	18	5.4	5.5	5.0	1.10
1 4	Committee reporting		1	1	3	2	2	8	1	18	4.7	5.5	6.0	1.71
1 5	Committee contribution to ICANN governance						5	6	7	18	6.1	6.0	7.0	0.83
1 6	Ad hoc and standing committees			1		1	7	7	2	18	5.4	5.5	5.0	1.14



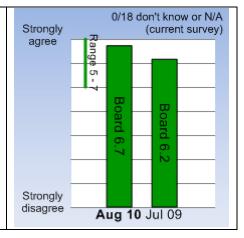
1. Understanding of role

The directors have a shared understanding of the board's governance role and responsibilities



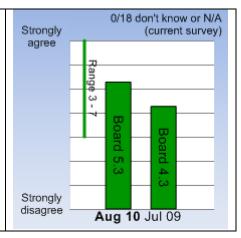
2. Acting in best interests

The directors act in what they believe to be the best interests of the organisation



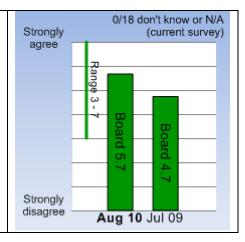
3. Board and management distinction

The directors clearly understand how their governance role differs from that of management.



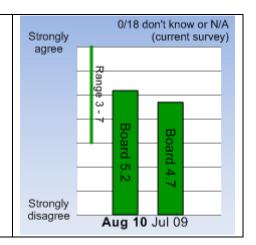
4. Legal duties and liabilities

The directors clearly understand their legal duties and personal liabilities.



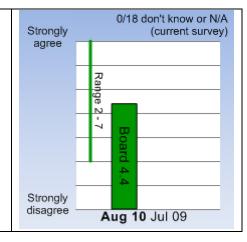
5. Specific legal requirements

The directors are familiar with any legal, regulatory and constitutional requirements that apply specifically to the organisation



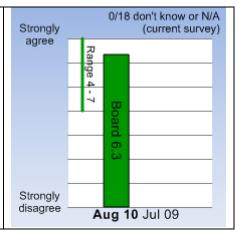
6. Maintaining confidentiality

The directors maintain confidentiality



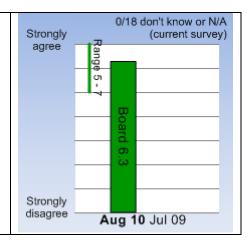
7. Conflicts of interest

The directors ensure disclosure of conflicts of interest



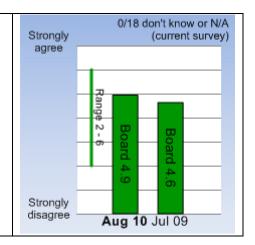
8. Integrity

The directors set the highest standards of integrity for the organization



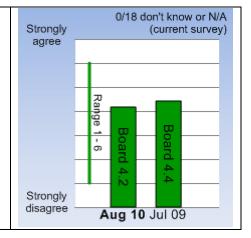
9. Delegation to management

The board delegates powers appropriately to management and clearly communicates the extent of those powers.



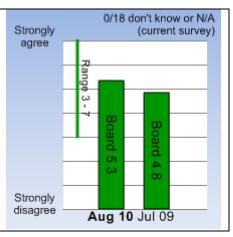
10. Management use of delegations

Management report regularly and fully to the board on the exercise of their delegated authority.



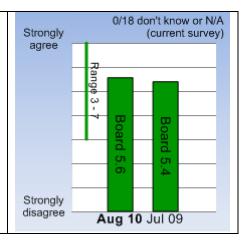
11. Board committee structure

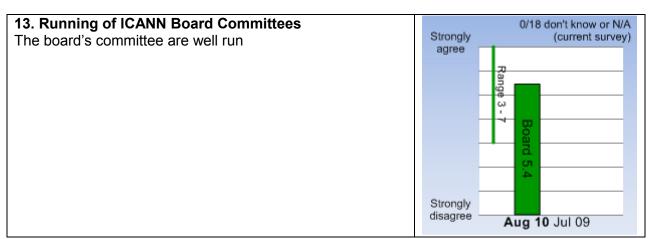
The board committee structure (number and type of committees and membership)is appropriate for the effective governance of the organisation

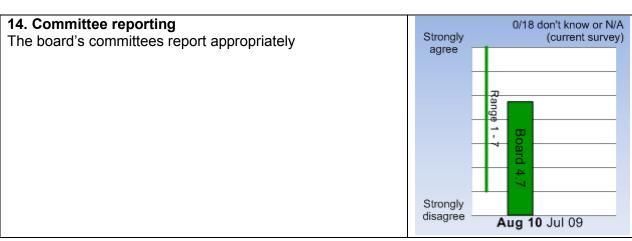


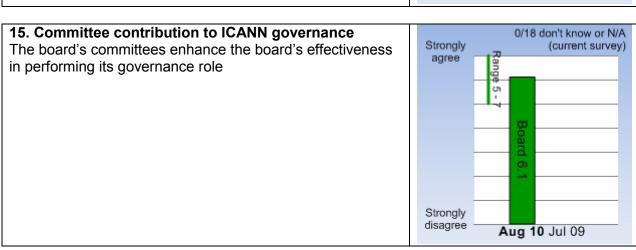
12. Committee terms of reference

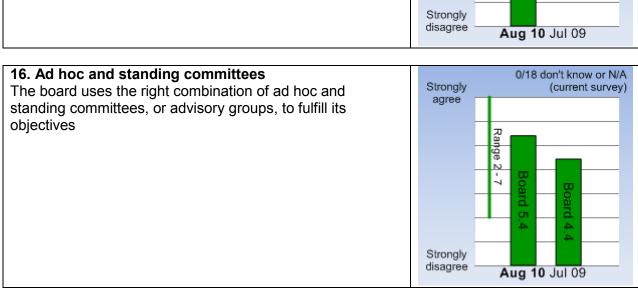
The board's committees have clear, formal terms of reference and well defined requirements for reporting back to the board.







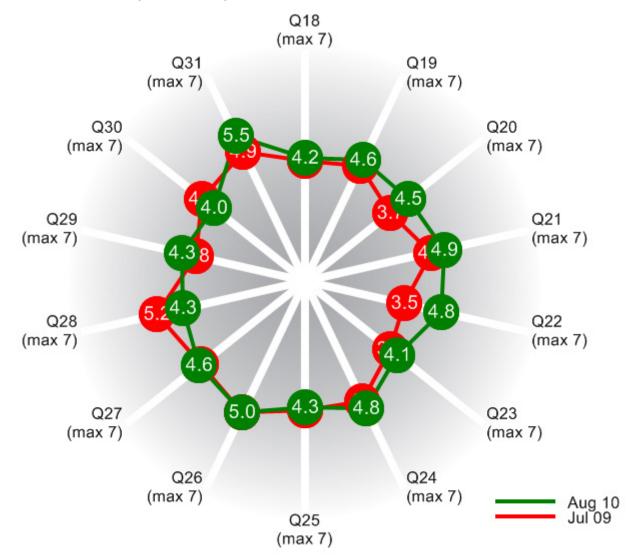




[INDIVIDUAL STATEMENTS AND PERSONAL REFERENCES REDACTED]

Meetings

Question Set Summary (Board only)

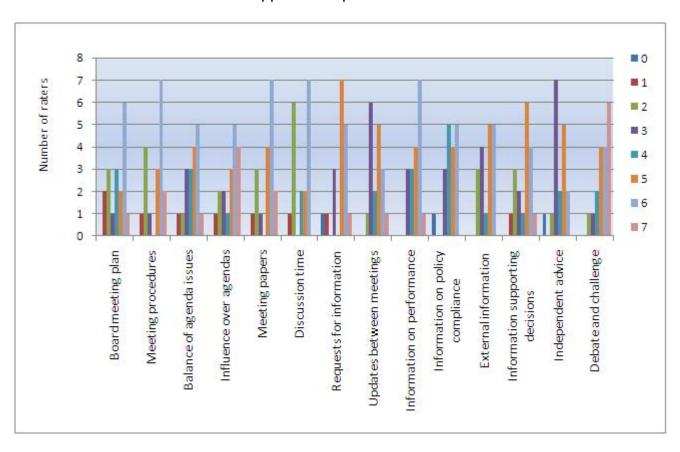




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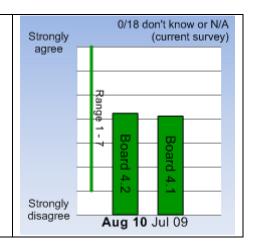
#	Question name	DK or N/A	1	2	3	4	5	6	7	Total	BD Ave	Median	Mode	SD
18	Board meeting plan		2	3	1	3	2	6	1	18	4.2	4.5	6	1.96
19	Meeting procedures		1	4	1		3	7	2	18	4.6	5.5	6	2.00
20	Balance of agenda issues		1	1	3	3	4	5	1	18	4.5	5	6	1.62
21	Influence over agendas		1	2	2	1	3	5	4	18	4.9	5.5	6	1.94
22	Meeting papers		1	3	1		4	7	2	18	4.8	5.5	6	1.90
23	Discussion time		1	6		2	2	7		18	4.1	4.5	6	1.92
24	Requests for information	1	1		3		7	5	1	18	4.8	5	5	1.51
25	Updates between meetings			1	6	2	5	3	1	18	4.3	4.5	3	1.41
26	Information on performance				3	3	4	7	1	18	5.0	5	6	1.24
27	Information on policy compliance	1			3	5	4	5		18	4.6	5	4	1.11
28	External information			3	4	1	5	5		18	4.3	5	5	1.53
29	Information supporting decisions		1	3	2	1	6	4	1	18	4.3	5	5	1.75
30	Independent advice	1		1	7	2	5	2		18	4.0	4	3	1.22
31	Debate and challenge			1	1	2	4	4	6	18	5.5	6	7	1.50

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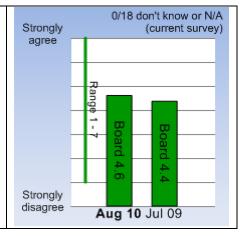
18. Board meeting plan

The board's meeting plan for each year covers all of its major responsibilities appropriately



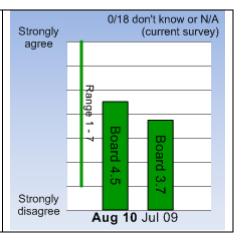
19. Meeting procedures

Meeting procedures are clear and aid the efficient operation of the board



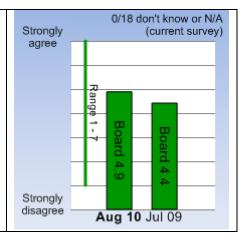
20. Balance of agenda issues

Meeting agendas prioritise important matters and assist balanced discussion of strategic, performance and compliance issues



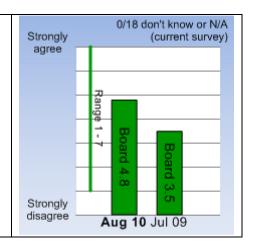
21. Influence over agendas

All directors have sufficient opportunity to influence meeting agendas



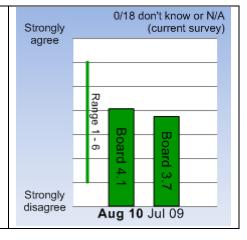
22. Meeting papers

Papers (agenda, minutes, outstanding actions, reports and recommendations) are concise and received in good time for board members to prepare properly for each meeting.



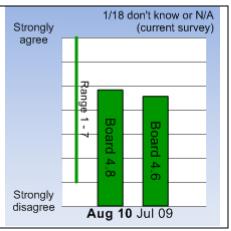
23. Discussion time

Meetings are conducted efficiently and to schedule, but provide sufficient time and encouragement for members to discuss issues that they deem important.



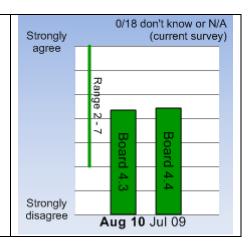
24. Requests for information

Directors' requests for additional information are reasonable and they receive the information promptly and to a satisfactory quality.



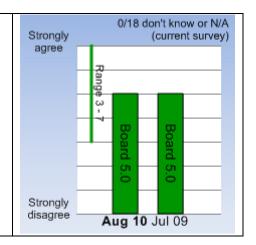
25. Updates between meetings

Directors are kept fully up to date on important issues between board meetings



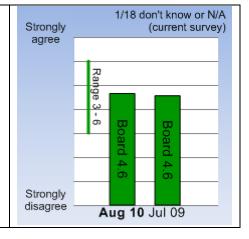
26. Information on performance

The board receives the right amount and quality of financial and non-financial information on the organisation's performance



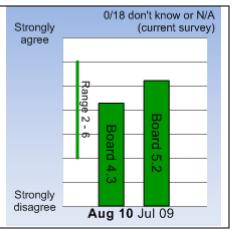
27. Information on policy compliance

The board receives appropriate information on compliance with critical policy areas (e.g. declaration of interests, media comment and delegations)



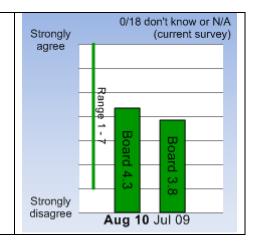
28. External information

The board receives appropriate media reports and other externally sourced information on events, trends, technology, and other factors that affect the organisation.



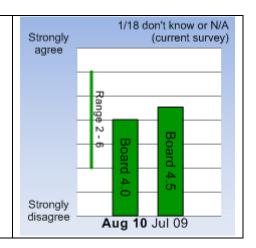
29. Information supporting decisions

The board receives the right amount and quality of supporting information for it to perform its decision-making role effectively



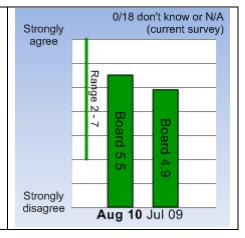
30. Independent advice

Where appropriate the board obtains independent advice from external parties before making decisions



31. Debate and challenge

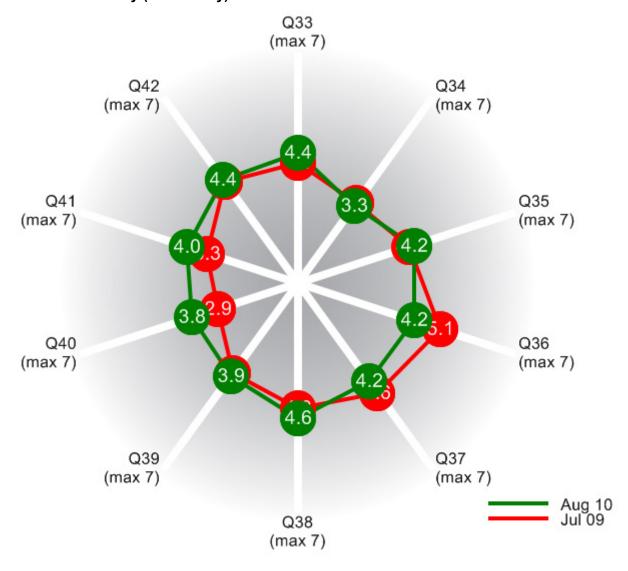
There is good debate and constructive challenge of management before decisions are made; recommendations may be changed or declined.



[INDIVIDUAL STATEMENTS AND PERSONAL REFERENCES REDACTED]

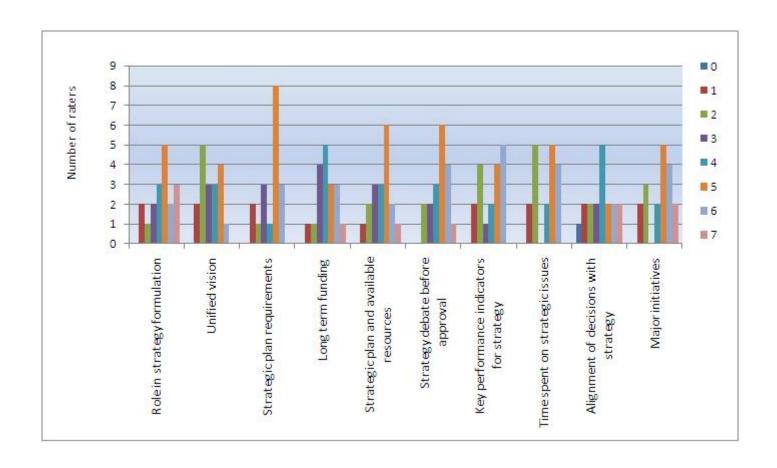
Purpose

Question Set Summary (Board only)



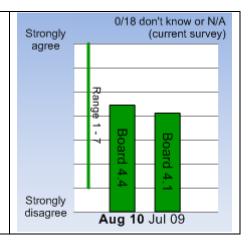


#	Question name	DK or N/A	1	2	3	4	5	6	7	Total	BD Ave	Median	Mode	SD
33	Role in strategy formulation		2	1	2	3	5	2	3	18	4.4	5	5	1.89
34	Unified vision		2	5	3	3	4	1		18	3.3	3	2	1.53
35	Strategic plan requirements		2	1	3	1	8	3		18	4.2	5	5	1.62
36	Long term funding		1	1	4	5	3	3	1	18	4.2	4	4	1.54
37	Strategic plan and available resources		1	2	3	3	6	2	1	18	4.2	4.5	5	1.58
38	Strategy debate before approval			2	2	3	6	4	1	18	4.6	5	5	1.42
39	Key performance indicators for strategy		2	4	1	2	4	5		18	3.9	4.5	6	1.86
40	Time spent on strategic issues		2	5		2	5	4		18	3.8	4.5	2	1.86
41	Alignment of decisions with strategy	1	2	2	2	5	2	2	2	18	4.0	4	4	1.87
42	Major initiatives		2	3		2	5	4	2	18	4.4	5	5	1.97



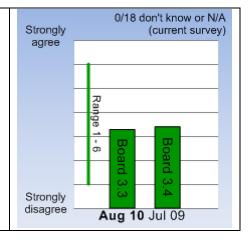
33. Role in strategy formulation

The board has a well-understood, key role in formulating the organisation's strategy



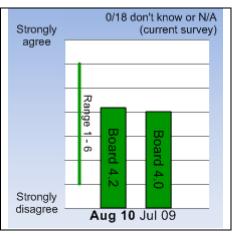
34. Unified vision

The board and management share a well explored, unified vision of the future of the organisation and how to achieve it



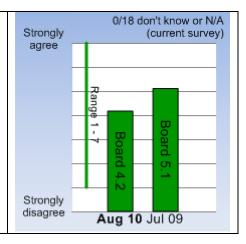
35. Strategic plan requirements

The board clearly sets out parameters to guide management in preparing the strategic plan.



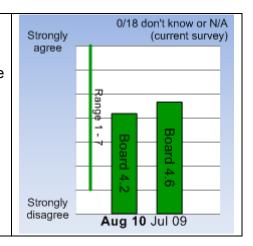
36. Long term funding

The board is closely involved in the establishment of longterm funding plans, based on robust discussion of income sustainability, resource allocation and investment requirements.



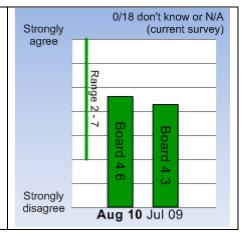
37. Strategic plan and available resources

The board ensures that strategic plan balances intangible organisational goals against available resources and commercial realities and identifies how resource gaps will be closed



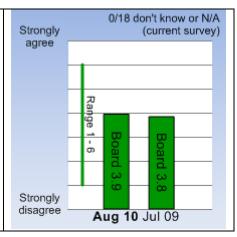
38. Strategy debate before approval

The board rigorously challenges and debates strategic plans and budgets before approval



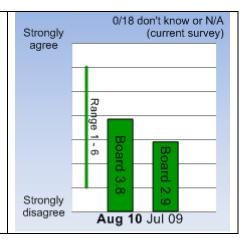
39. Key performance indicators for strategy

In consultation with management, the board agrees the right key performance indicators to define and measure success in achieving the organisation's strategy



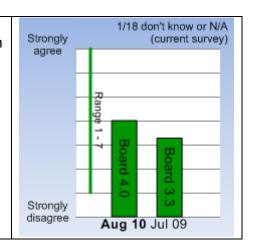
40. Time spent on strategic issues

The board spends the right amount of time discussing and reviewing strategic issues at meetings



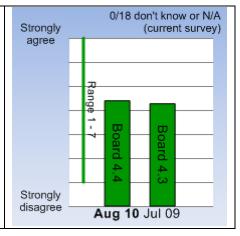
41. Alignment of decisions with strategy

Major board decisions during the year include full discussion of alignment with strategy and explicit consideration of alternatives



42. Major initiatives

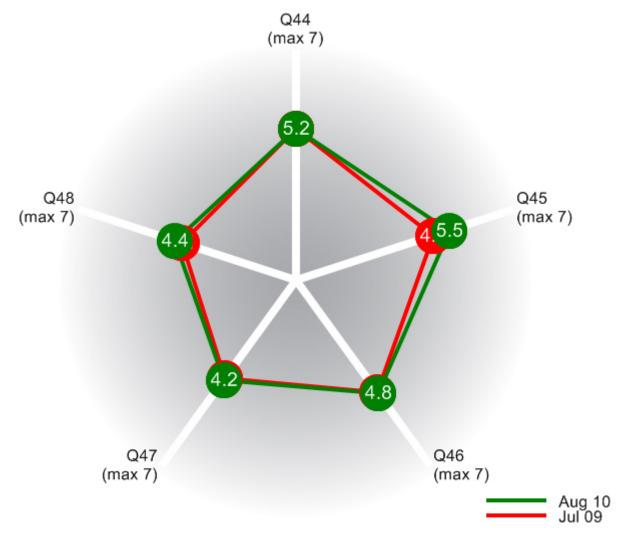
The board receives good information during the year on the progress of strategic initiatives

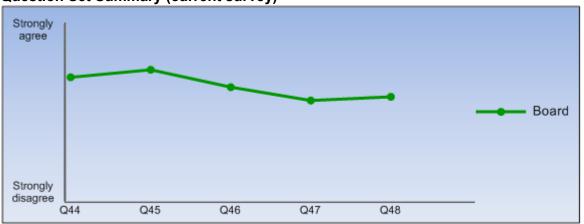


[INDIVIDUAL STATEMENTS AND PERSONAL REFERENCES REDACTED]

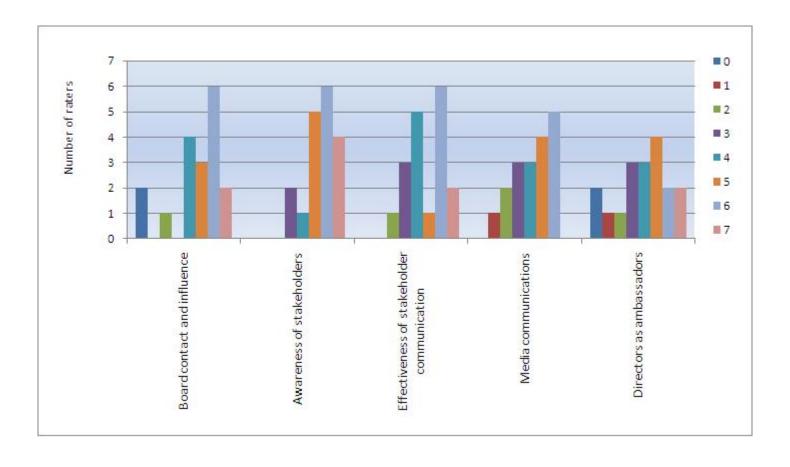
Stakeholders

Question Set Summary (Board only)



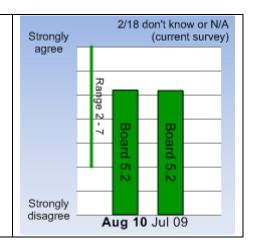


#	Question name	DK or	1	2	3	4	5	6	7	Total	BD Ave	Median	Mode	SD
		N/A									AVC			
44	Board contact and influence	2		1		4	3	6	2	18	5.2	5.5	6	1.3
45	Awareness of stakeholders				2	1	5	6	4	18	5.5	6	6	1.2
46	Effectiveness of stakeholder communication			1	3	5	1	6	2	18	4.8	4.5	6	1.5
47	Media communications		1	2	3	3	4	5		18	4.2	4.5	6	1.6
48	Directors as ambassadors	2	1	1	3	3	4	2	2	18	4.4	4.5	5	1.7



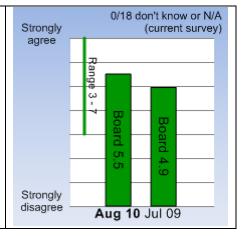
44. Board contact and influence

The board provides stakeholder contacts, access and influence needed to further organisational goals



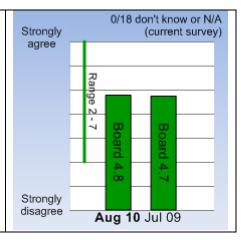
45. Awareness of stakeholders

The board receives objective information on the perspectives, rights and legitimate interests of major stakeholders



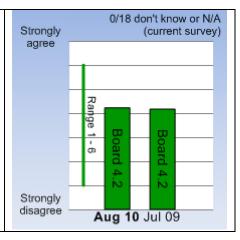
46. Effectiveness of stakeholder communication

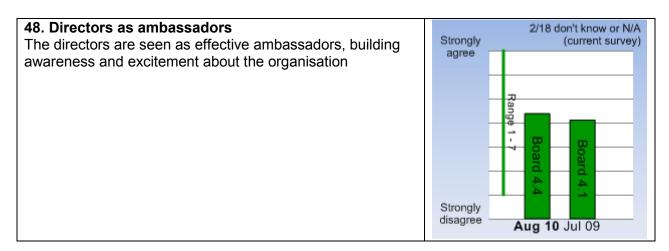
The board and management communicates effectively to ensure that major stakeholders are appropriately informed in key areas of interest



47. Media communications

The board is satisfied with the organisation's policy and performance when communicating with the media and other interested parties

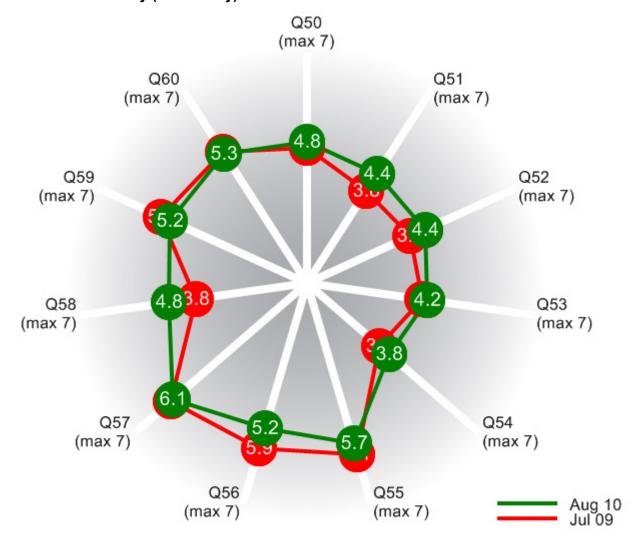




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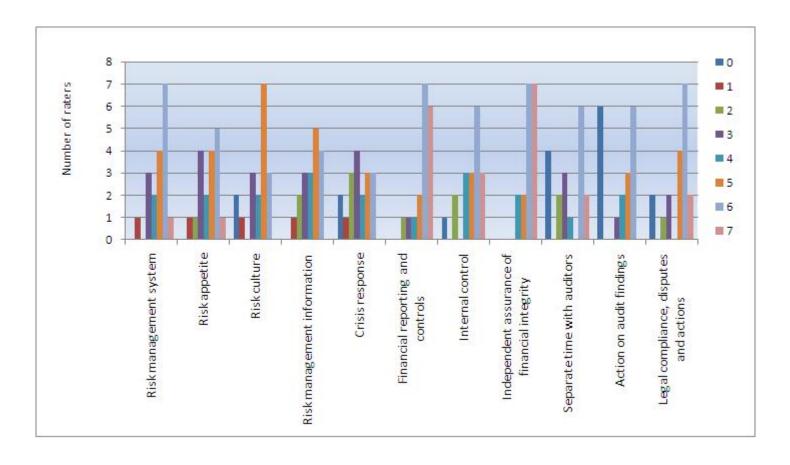
Conformance

Question Set Summary (Board only)



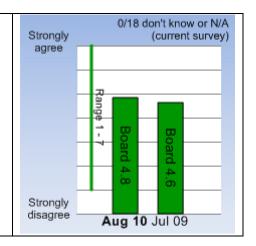


#	Question name	DK or	1	2	3	4	5	6	7	Total	BD Ave	Median	Mode	SD
		N/A												
50	Risk management system		1		3	2	4	7	1	18	4.8	5	6	1.54
51	Risk appetite		1	1	4	2	4	5	1	18	4.4	5	6	1.65
52	Risk culture	2	1		3	2	7	3		18	4.4	5	5	1.36
53	Risk management information		1	2	3	3	5	4		18	4.2	4.5	5	1.54
54	Crisis response	2	1	3	4	2	3	3		18	3.8	3.5	3	1.61
55	Financial reporting and controls			1	1	1	2	7	6	18	5.7	6	6	1.45
56	Internal control	1		2		3	3	6	3	18	5.2	6	6	1.55
57	Independent assurance of financial integrity					2	2	7	7	18	6.1	6	6	1.00
58	Separate time with auditors	4		2	3	1		6	2	18	4.8	6	6	1.85
59	Action on audit findings	6			1	2	3	6		18	5.2	5.5	6	1.03
60	Legal compliance, disputes and actions	2		1	2		4	7	2	18	5.3	6	6	1.44



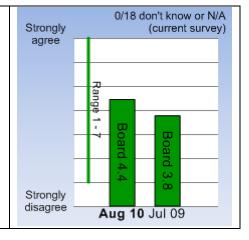
50. Risk management system

The board considers that the organisation has an appropriate system to identify, measure and effectively manage risks.



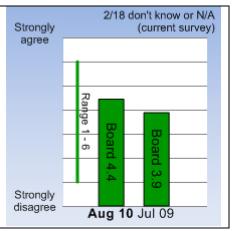
51. Risk appetite

In consultation with management, the board has fully discussed and established the appetite of the organisation in all significant risk areas



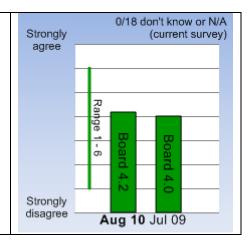
52. Risk culture

The board is confident that the established risk appetite has been properly communicated throughout the organisation and is reflected in everyday decision-making



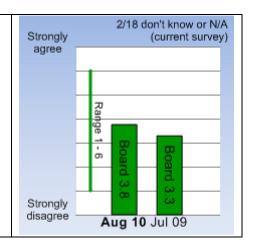
53. Risk management information

The board receives the right information to enable it to monitor the organisation's management of risk.



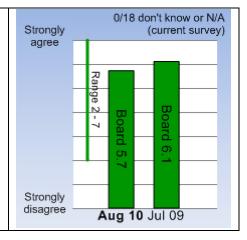
54. Crisis response

The board has signed off on an appropriate crisis management plan and the organisation is well prepared for emergencies



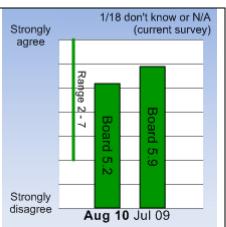
55. Financial reporting and controls

The board is satisfied that financial measurement, reporting and control systems have integrity and are accurate



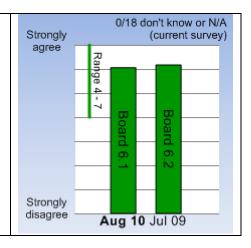
56. Internal control

The board is satisfied that the organisation has an effective system of internal control



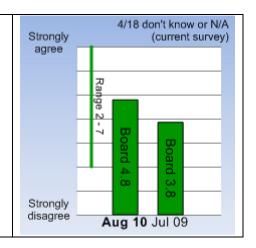
57. Independent assurance of financial integrity

The board oversees the receipt of assurance from independent auditors on the effective operation of internal controls and integrity of financial statements



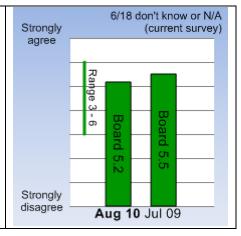
58. Separate time with auditors

The auditors have the opportunity to report their findings to the board and be questioned by directors without management in attendance.



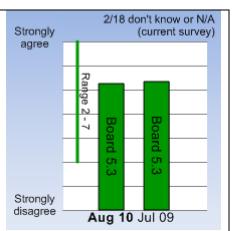
59. Action on audit findings

Audit findings and recommendations are fully and promptly actioned by management after review by the audit committee and board



60. Legal compliance, disputes and actions

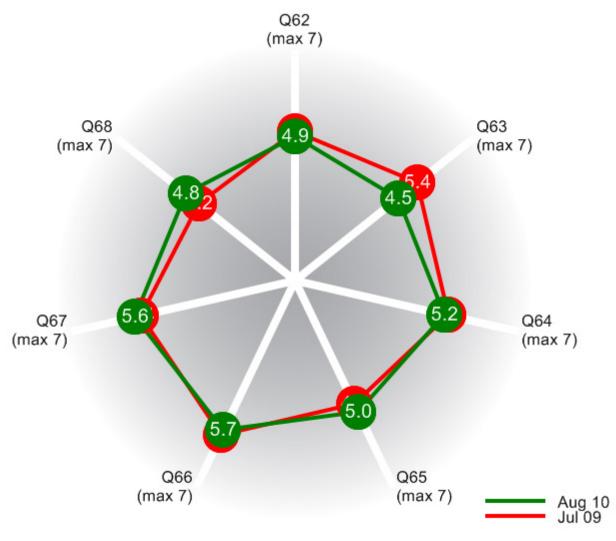
The board is satisfied with systems that measure and report on the organisation's legal compliance and resolution of disputes and legal actions



[INDIVIDUAL STATEMENTS AND PERSONAL REFERENCES REDACTED]

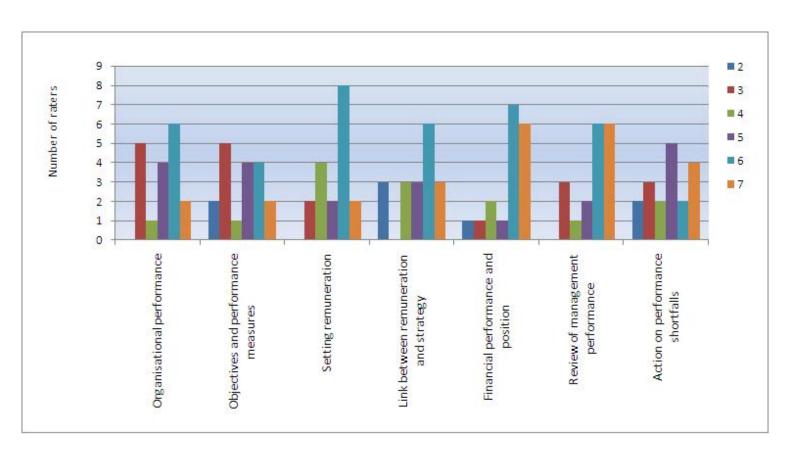
Performance

Question Set Summary (Board only)



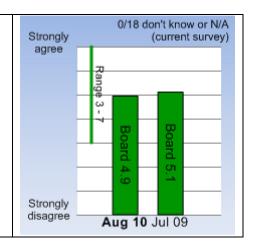


#	Question name	DK or N/A	1	2	3	4	5	6	7	Total	BD Ave	Median	Mode	SD
62	Organisational performance				5	1	4	6	2	18	4.9	5	6	1.4
63	Objectives and performance measures			2	5	1	4	4	2	18	4.5	5	3	1.7
64	Setting remuneration				2	4	2	8	2	18	5.2	6	6	1.3
65	Link between remuneration and strategy			3		3	3	6	3	18	5.0	5.5	6	1.7
66	Financial performance and position			1	1	2	1	7	6	18	5.7	6	6	1.5
67	Review of management performance				3	1	2	6	6	18	5.6	6	6	1.5
68	Action on performance shortfalls			2	3	2	5	2	4	18	4.8	5	5	1.7



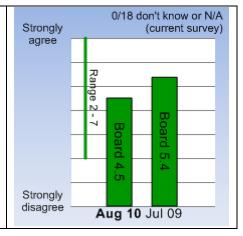
62. Organisational performance

The board encourages superior organisational performance and clear management accountability



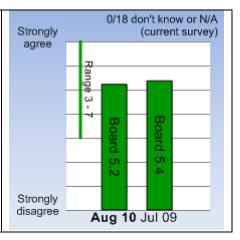
63. Objectives and performance measures

The board establishes clear quantitative and qualitative performance objectives and measures for the Chief Executive



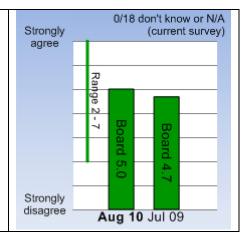
64. Setting remuneration

The board is appropriately involved in setting and approving Chief Executive and other key management remuneration.



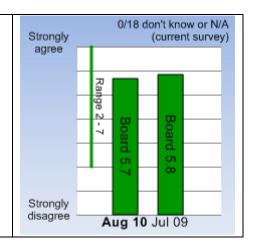
65. Link between remuneration and strategy

The board ensures that Chief Executive and key management remuneration properly rewards achievement of strategic objectives



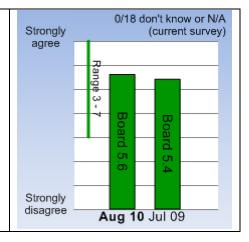
66. Financial performance and position

The board is kept well-informed and regularly updated on the organisation's current and prospective financial performance and position



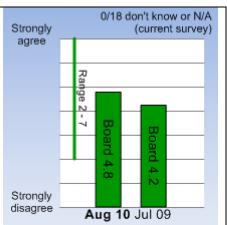
67. Review of management performance

The board reviews management's performance and provides constructive feedback to the Chief Executive through the Chair at least annually



68. Action on performance shortfalls

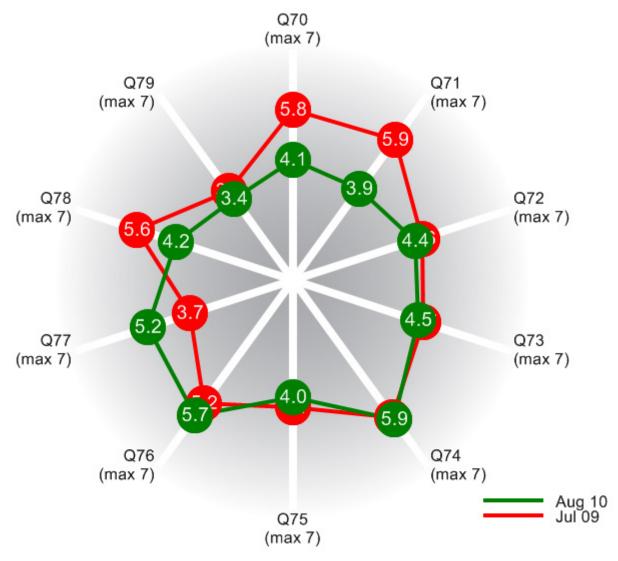
The board acts early to enquire into performance shortfalls and ensure the Chief Executive takes corrective action



[INDIVIDUAL STATEMENTS AND PERSONAL REFERENCES REDACTED]

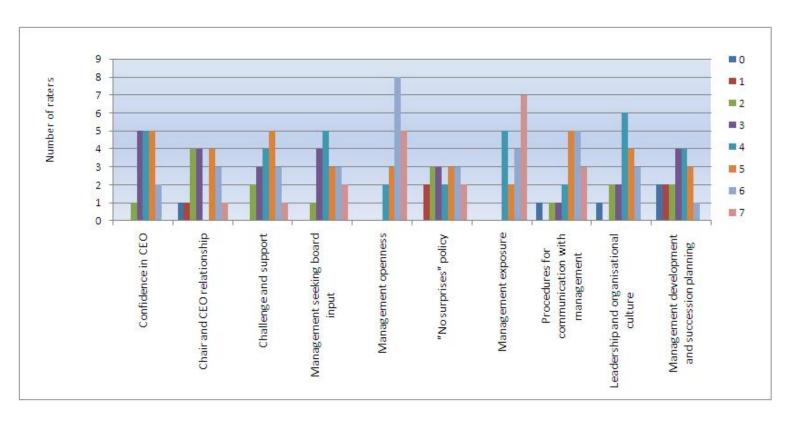
Management and board

Question Set Summary (Board only)



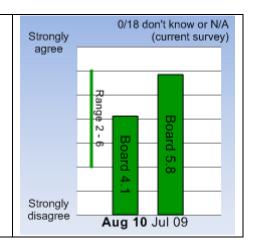


#	Question name	DK or N/A	1	2	3	4	5	6	7	Total	BD Ave	Median	Mode	SD
70	Confidence in CEO			1	5	5	5	2		18	4.1	4	3	1.1
71	Chair and CEO relationship	1	1	4	4		4	3	1	18	3.9	3	2	1.8
72	Challenge and support			2	3	4	5	3	1	18	4.4	4.5	5	1.4
73	Management seeking board input			1	4	5	3	3	2	18	4.5	4	4	1.5
74	Management openness					2	3	8	5	18	5.9	6	6	1
75	"No surprises" policy		2	3	3	2	3	3	2	18	4.0	4	2	2
76	Management exposure					5	2	4	7	18	5.7	6	7	1.3
77	Procedures for communication with management	1		1	1	2	5	5	3	18	5.2	5	5	1.4
78	Leadership and organisational culture	1		2	2	6	4	3		18	4.2	4	4	1.3
79	Management development and succession planning	2	2	2	4	4	3	1		18	3.4	3.5	3	1.5



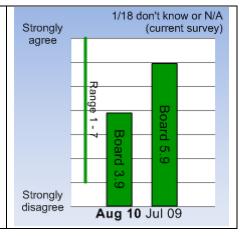
70. Confidence in CEO

The board trusts and shows confidence in the Chief Executive



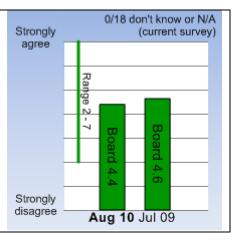
71. Chair and CEO relationship

The chair has a constructive working relationship with the chief executive



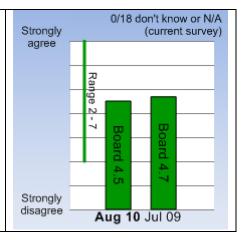
72. Challenge and support

The board maintains the right balance of challenge and support for the Chief Executive and other key management



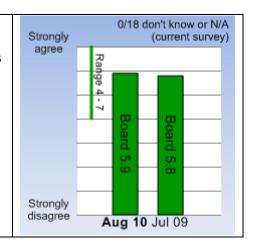
73. Management seeking board input

Management actively seeks and welcomes the Board's input into significant operational and strategic matters



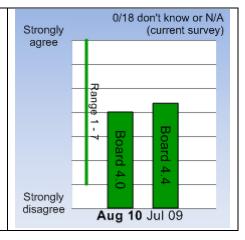
74. Management openness

The board encourages the Chief Executive and other key management to be candid and constructive in raising issues with the board



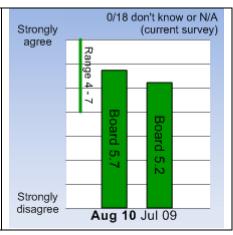
75. "No surprises" policy

Adverse news and warning signs are communicated by management in time to avoid crises and surprises



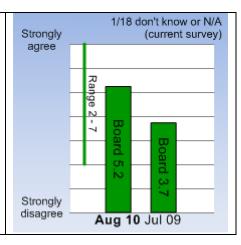
76. Management exposure

Directors have the right level of exposure to key management at board meetings



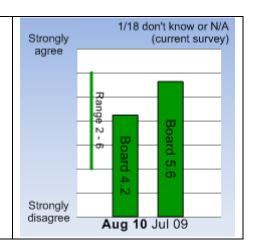
77. Procedures for communication with management

The board has agreed procedures for communication between directors and management outside board meetings, requiring the knowledge and agreement of the Chief Executive and, where appropriate, the Chair



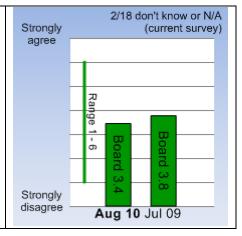
78. Leadership and organisational culture

The board is happy that the Chief Executive and other key management lead by example in setting the right organisational culture, values and ethical standards



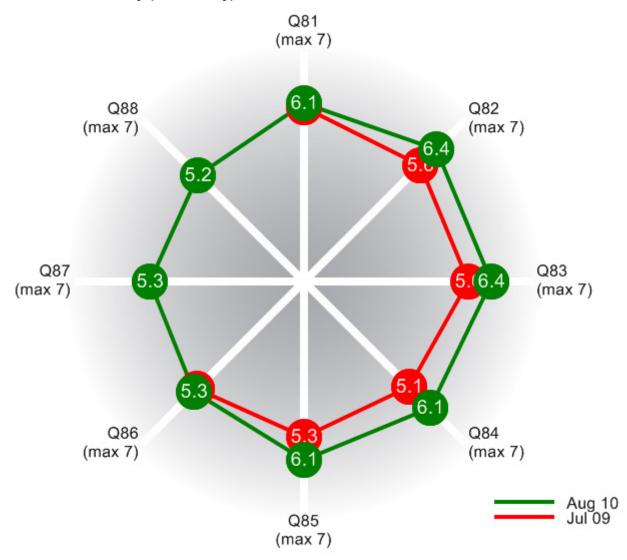
79. Management development and succession planning The board effectively oversees management succession

The board effectively oversees management succession planning and the development of the organisation's future leaders



Culture

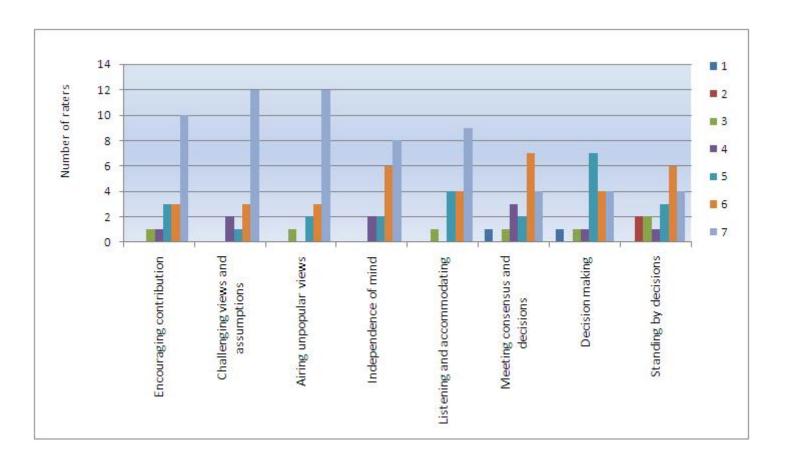
Question Set Summary (Board only)



Question Set Summary (current survey)

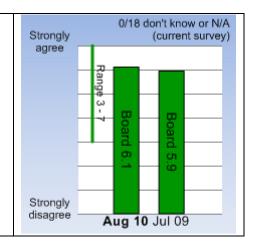


#	Question name	DK	1	2	3	4	5	6	7	Total	BD	Median	Mode	SD
		or									Ave			
		N/A												
81	Encouraging contribution				1	1	3	3	10	18	6.1	7	7	1.23
82	Challenging views and					2	1	3	12	18	6.4	7	7	1.04
	assumptions													
83	Airing unpopular views				1		2	3	12	18	6.4	7	7	1.09
84	Independence of mind					2	2	6	8	18	6.1	6	7	1.02
85	Listening and accommodating				1		4	4	9	18	6.1	6.5	7	1.13
86	Meeting consensus and decisions		1		1	3	2	7	4	18	5.3	6	6	1.61
87	Decision making		1		1	1	7	4	4	18	5.3	5	5	1.53
88	Standing by decisions			2	2	1	3	6	4	18	5.2	6	6	1.69



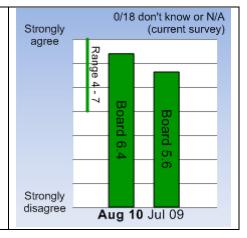
81. Encouraging contribution

All directors are given the opportunity and encouraged to contribute to the board's decision-making



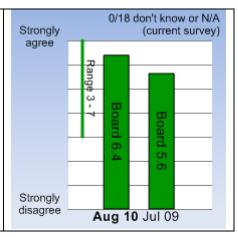
82. Challenging views and assumptions

The directors challenge each others' views and assumptions constructively.



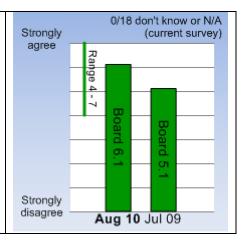
83. Airing unpopular views

The directors feel free to air unpopular or minority views with the respect of the board.



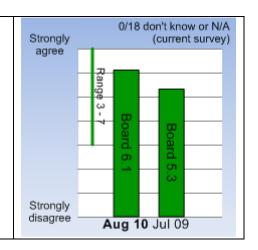
84. Independence of mind

The directors are expected to display independence of mind and guard against "group think"



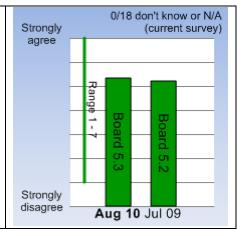
85. Listening and accommodating

The directors listen to, respect and accommodate each others' views.



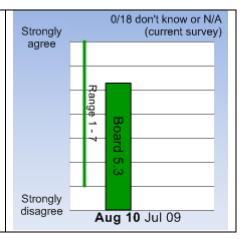
86. Meeting consensus and decisions

Board meetings are skilfully managed to ensure participative consensus building and decision-making.



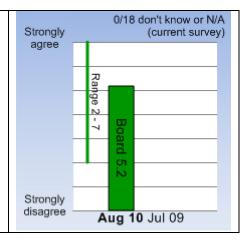
87. Decision making

The board reaches collective decisions as an effective team



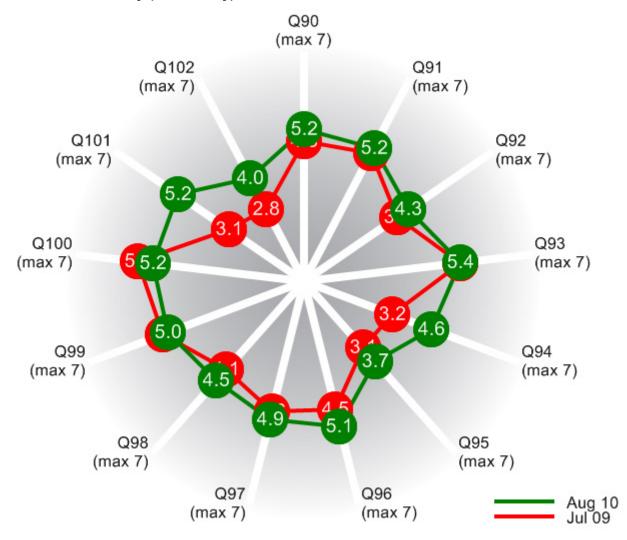
88. Standing by decisions

The board stands by its decisions outside the boardroom



Capability

Question Set Summary (Board only)

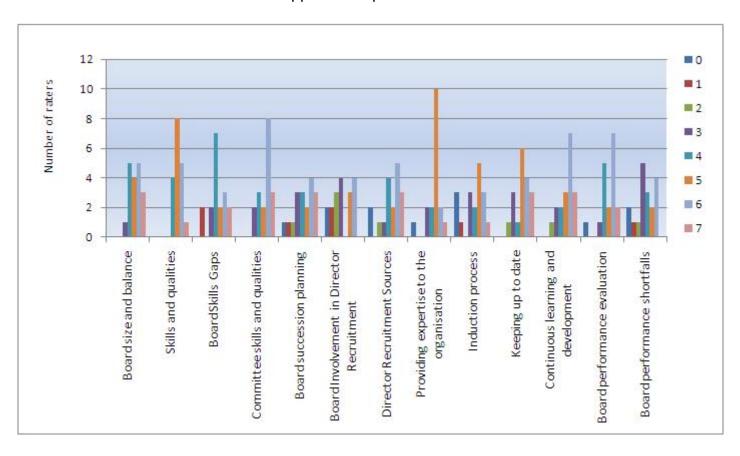


Question Set Summary (current survey)



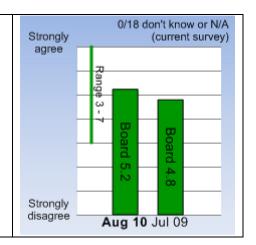
#	Question name	DK or N/A	1	2	3	4	5	6	7	Tot al	BD Av e	Media n	Mod e	SD
90	Board size and balance				1	5	4	5	3	18	5.2	5	4	1.2 2
91	Skills and qualities					4	8	5	1	18	5.2	5	5	0.8 6
92	Board Skills Gaps		2		2	7	2	3	2	18	4.3	4	4	1.7 1
93	Committee skills and qualities				2	3	2	8	3	18	5.4	6	6	1.2 9
94	Board succession planning	1	1	1	3	3	2	4	3	18	4.6	5	6	1.8 4
95	Board Involvement in Director Recruitment	2	2	3	4		3	4		18	3.7	3	3	1.8 5
96	Director Recruitment Sources	2		1	1	4	2	5	3	18	5.1	5.5	6	1.5 0
97	Providing expertise to the organisation	1			2	2	1 0	2	1	18	4.9	5	5	0.9 9
98	Induction process	3	1		3	2	5	3	1	18	4.5	5	5	1.5 5
99	Keeping up to date			1	3	1	6	4	3	18	5.0	5	5	1.5 0
10 0	Continuous learning and development			1	2	2	3	7	3	18	5.2	6	6	1.4 8
10 1	Board performance evaluation	1			1	5	2	7	2	18	5.2	6	6	1.2 0
10 2	Board performance shortfalls	2	1	1	5	3	2	4		18	4.0	4	3	1.5 5

Appraisal Report - ICANN



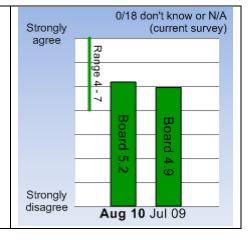
90. Board size and balance

The size and balance (e.g. proportion of independent directors) of the board suits the needs of the organisation



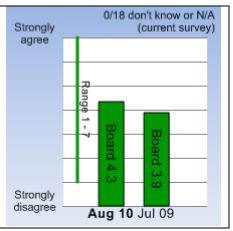
91. Skills and qualities

The chair and directors have the right skills, qualities and diversity to govern the organisation effectively and add value.



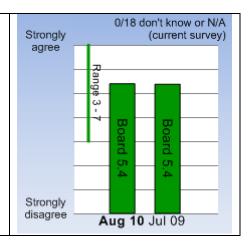
92. Board Skills Gaps

The board actively reviews its collective skills, qualities and experience to ensure that they continue to match the strategic needs of the organisation



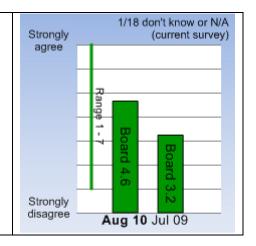
93. Committee skills and qualities

Chairs and members of the board's committees have the right skills and qualities for each committee to perform its role effectively



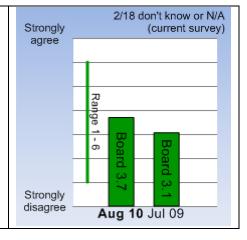
94. Board succession planning

The board regularly discusses and plans succession for the chair and members.



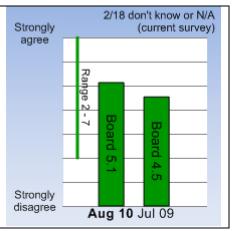
95. Board Involvement in Director Recruitment

The board is appropriately involved in the identification of skills gaps and in providing information to the Nominating Committee (NomCom) and appointing stakeholder organisations.



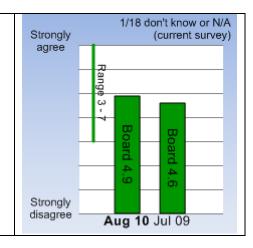
96. Director Recruitment Sources

The director recruitment processes (NomCom and appointing stakeholder organisations) look to external as well as internal or membership sources to find the right people.



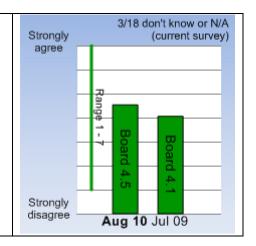
97. Providing expertise to the organisation

Individual directors are recruited and their expertise drawn on to provide knowledge and skills lacking in the organisation



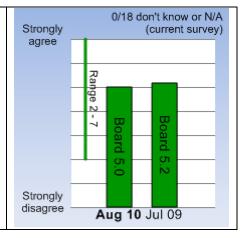
98. Induction process

New directors go through a comprehensive and effective induction process.



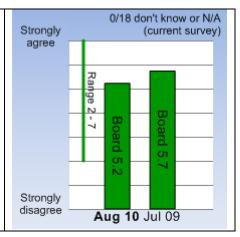
99. Keeping up to date

The board ensures that it is knowledgeable about the organisation and its sector and keeps up to date.



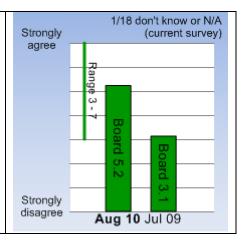
100. Continuous learning and development

The board is committed to members' continuous learning and development as directors



101. Board performance evaluation

The board rigorously evaluates its individual and collective performance at least annually and uses the lessons learned in plans to improve board effectiveness



102. Board performance shortfalls The board effectively addresses shortfalls in collective and	Strongly agree	2/18 don't know or N/A (current survey)				
individual director performance	Strongly disagree	Board 2.8 Board 4.0 Aug 10 Jul 09				

Overall