

## Charter of Expectations of Directors

Directors are stewards of the Corporation. They have the responsibility to oversee the conduct of business, supervise management and endeavor to ensure that all major issues affecting the business and affairs of the Corporation are given proper consideration. In performing its functions, the board also considers the legitimate interests in BC Assessment held by other stakeholders including employees, suppliers, customers and communities. The Board has established the following expectations for directors of BC Assessment.

### Expectations of Individual Directors

The Directors of BC Assessment are expected to have integrity, high ethical standards, sound judgment, an ability and willingness to question conventional assumptions, strong interpersonal skills and a high level of commitment to BC Assessment and its success.

### Preparation and Attendance

To enhance the effectiveness of Board and committee meetings, each Director is expected to:

1. Prepare for each Board and its committees by reading the reports and background materials provided for the meeting;
2. Maintain an excellent Board and committee meeting attendance record. Directors are expected to attend at least 80% unless there is extenuating circumstances; and
3. Obtain additional information if necessary for decision-making.

### Communication

Subject to the need for independence on the part of individual Directors, the Board values Directors who consider Board and team performance to be important in addition to strong individual performance. Directors are expected to demonstrate respect for others and to generally facilitate superior performance by the Board as a whole. The Board believes that good communication is fundamental to Board effectiveness and therefore each Director is expected to:

1. Participate fully and frankly in the deliberations and discussions of the Board;
2. Demonstrate a willingness to listen to others' opinions and the openness to consider them and to appreciate that this quality ranks as highly as the ability to communicate one's own point of view persuasively;
3. Approach others assertively, responsibly and supportively, and be willing to raise tough questions in a manner that encourages open discussion;
4. Establish an effective, independent and respected presence on the Board and a collegial relationship with other Directors; and
5. Focus inquiries on issues related to strategy, policy, and results rather than issues relating to the day-to-day management of the Corporation.



Public communication of Board activities will normally be conducted by the Board Chair. Directors may not publicly speak on behalf of the Board or Directors or BC Assessment. If requested to do so, they should first consult with the Chair or the President and Chief Executive Officer.

Directors requesting information from staff or management outside of a Board or committee meeting should request such information through the appropriate committee Chair, the Board Chair or through the Corporate Secretary.

### **Committee Work**

In order to assist Board committees in being effective and productive, each Director is expected to:

1. Participate on committees and become knowledgeable about the duties, purpose and goals of each committee; and
2. Understand the process of committee work and the role of management and staff supporting the committee.