

CARVER  
POLICY GOVERNANCE®  
GUIDE

Evaluating

**CEO and BOARD  
PERFORMANCE**

Revised and Updated

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# THE CARVER POLICY GOVERNANCE® GUIDE SERIES

The *Carver Policy Governance® Guide* series includes six booklets that briefly describe John Carver's Policy Governance model of board leadership. Policy Governance is a precise job design for governing boards of equity, nonprofit, and governmental organizations. It enables boards to fulfill their accountability to the organization's "owners," whether owners are association members, city residents, company shareholders, or a community of interest.

The Policy Governance model is based on the functions rather than the structure of a governing board. It is primarily a set of commonsense principles about governing that fit together into an entire system. The practices of the Policy Governance board, which are consistent with the principles, allow it to control without meddling, focus on long-term organizational outputs, powerfully delegate to a CEO and staff, and discharge its fiduciary responsibility in a visionary, strategic manner. Because the model is a total system, it does not fulfill its promise when used piecemeal.

Policy Governance addresses the board's engagement in financial, programmatic, and personnel matters; roles of officers and committees; reporting and evaluation; agendas; and other aspects of the board job. A full, detailed explanation of Policy Governance can be found chiefly in John Carver's *Boards That Make a Difference*, 3rd edition, 2006, and in other publications as well (see inside back cover).

Policy Governance® is an internationally registered service mark of John Carver. Registration is only to ensure accurate description of the model rather than for financial gain. The model is available free to all with no royalties or license fees for its use. The authoritative Web site for Policy Governance is [www.carvergovernance.com](http://www.carvergovernance.com).

## **The Carver Policy Governance Guide Series**

### ***The Policy Governance Model and the Role of the Board Member***

*A Carver Policy Governance Guide, Revised and Updated*

### ***Ends and the Ownership***

*A Carver Policy Governance Guide, Revised and Updated*

### ***The Governance of Financial Management***

*A Carver Policy Governance Guide, Revised and Updated*

### ***Adjacent Leadership Roles: CGO and CEO***

*A Carver Policy Governance Guide, Revised and Updated*

### ***Evaluating CEO and Board Performance***

*A Carver Policy Governance Guide, Revised and Updated*

### ***Implementing Policy Governance and Staying on Track***

*A Carver Policy Governance Guide, Revised and Updated*

## **Praise for the Policy Governance Model**

“Reading these guides is a great way to start your journey towards excellence in governance. All the essentials are there, short but clear. And these six guides will also prove to be an excellent GPS device along the way.”

—Jan Maas, PG consultant, Harmelen, The Netherlands

“The guides are a great way to introduce busy board members to the basic principles of Policy Governance. Their bite-size approach is inviting, covering the entire model, albeit in less detail, without overwhelming the reader. They are succinct and easy to read, including practical points of application for board members. Consultants asked to recommend initial reading about the model can do no better than these guides.”

—Jannice Moore, president, The Governance Coach™,  
Calgary, Canada

“Boards introduced to Policy Governance quickly become hungry for information but are short on time. These guides help board members quickly absorb the key principles of the Policy Governance model. They are invaluable.”

—Sandy Brinsdon, governance consultant,  
Christchurch, New Zealand

“For some board leaders the governance elephant is best eaten one bite at a time. The Carver Policy Governance Guide series provides a well-seasoned morsel of understanding in a portion that is easily digested.”

—Phil Graybeal, Ed.D., Graybeal and Associates, LLC,  
Greer, South Carolina

“Would you or your board benefit from a quick overview of essential governance concepts from the world’s foremost experts on the topic, John and Miriam Carver? Thanks to their new six-booklet series, you can quickly familiarize or refresh yourself with the principles that make Policy Governance the most effective system of governance in existence. These booklets are the perfect solution for board members who are pressed for time but are dedicated to enhancing their own governance skills.”

—Dr. Brian L. Carpenter, CEO, National Charter  
Schools Institute, United States