

## DIRECTOR SELF-EVALUATION

Considerations	Yes	No
<b>Goals and Objectives</b>		
1. I fulfill the legal requirements and obligations of a director.		
2. I have a comprehensive understanding of the statutory and fiduciary roles of a director.		
3. I represent the interests of all shareholders in the governance of the VAA and ensure that the best interests of the VAA are paramount.		
4. I participate in the review and approval of VAA policies and strategy and in monitoring their implementation.		
<b>Preparation and Participation</b>		
5. I come to the Board and committee meetings fully prepared.		
6. I maintain an excellent Board and committee meeting attendance record.		
7. I understand the VAA's philosophy and strategy.		
<b>Behavior</b>		
8. I enhance group discussion in the following ways:		
a) I push the discussion forward;		
b) I integrate various viewpoints;		
c) I help discussions reach closure;		
d) I encourage openness and candor;		
e) I push the group to confront reality;		
f) I bring new thinking;		
g) I challenge other directors when they sidetrack discussion or dwell on minutiae; and		
h) I help draw out contributions from others.		
9. I respect confidentiality.		
10. I have a clear understanding of what I should or should not be communicating outside the Board.		

Victoria Airport Authority  
Board of Directors Policy & Procedures Manual

---

<b>Considerations</b>	<b>Yes</b>	<b>No</b>
11. I identify potential conflict areas—real or perceived—and ensure they are appropriately identified and reviewed.		
12. I am an available resource to the CEO and the Board.		
13. I advise the CEO and/or Chair when introducing significant and/or previously unknown information or material at a Board meeting.		
14. I am a “good” Board member in the following ways:		
a) I listen to and consider others’ comments;		
b) I am willing to change my viewpoint;		
c) I accept challenges from others without becoming defensive;		
d) I have the courage to say what is on my mind;		
e) I am free of conflicts of interest or I’ve declared any potential conflicts;		
f) I exercise independent judgment; and		
g) I support the decisions of the Board publicly.		
<b>Value Added</b>		
15. I understand and focus on issues that are key to the VAA.		
16. I help colleagues understand and focus on issues that are key to the VAA.		
17. I cut through complex issues.		
18. I help colleagues cut through complex issues.		
19. My questions or comments are		
a) incisive and penetrating,		
b) appropriately timed, and		
c) value added.		
20. I keep discussions on track by avoiding talking too much, reminiscing, or engaging in philosophical arguments.		
21. My judgments are genuinely independent of management.		

<b>Considerations</b>	<b>Yes</b>	<b>No</b>
22. I apply my experience and business wisdom to matters that come before the Board.		
23. I take into account the viewpoints of all stakeholders.		
24. I contribute to the CEO's perspective and wisdom by sharing my knowledge and experience without trying to run the operation.		
25. I open doors to my network to help the CEO and the VAA.		
<b>Committee Work</b>		
26. I participate on committees and become knowledgeable with the purpose and goals of the committee.		
27. I understand that committees advise and board, not management.		
28. I understand the role of management and staff in supporting the committee.		
<b>VAA and Industry Knowledge</b>		
29. I understand the unique role of the VAA within its various communities.		
30. I maintain an understanding of the regulatory, legislative, business, social and political environments within which the VAA operates.		
31. I am knowledgeable about the VAA's facilities and visit them when appropriate.		
32. I am an effective ambassador and representative of the VAA.		

**ANY COMMENTS MAY BE MADE ON THE BACK OF THIS FORM.**