

Survey: Self-evaluation of the Board of Directors (the "Board") of ICAR

Report: Default Report

Survey Status	Respondent Statistics	Points Summary
Status: Live	Total Responses: 10	No Points Questions used in this survey.
Deploy Date: 03/30/2023	Completes: 9	
Closed Date:	Partials: 1	

1.
Please identify yourself

	Responses	Percent
First Name and Surname:	10	100 %
Organisation:	9	90 %
City:	10	100 %
Country:	10	100 %
Total Responded to this question:	10	100 %
Total who skipped this question:	0	0 %
Total:	10	100 %

1.
Please identify yourself

Response	First Name and Surname
1	Daniel
2	Niels Henning
3	Jason Archer
4	Joao Durr
5	Laurent GRIFFON
6	Nora Hammer
7	Josef Kucera
8	Antonio Martins
9	Tone Roalkvam
10	enrico santus
Response	Organisation
1	Lactanet
2	Viking Denmark
3	CDCB
4	RACES DE FRANCE
5	Bundesverband Rind und Schwein e.V.
6	CMBC
7	ANABLE
8	TINE SA
9	synergy
Response	City
1	Ste-Anne-de-Bellevue

2	Aarhus
3	Dunedin
4	Bowie
5	Paris
6	Bonn
7	Hradistko
8	Aveiro
9	Oslo
10	verona
Response	Country
1	Canada
2	Danmark
3	New Zealand
4	United States
5	France
6	Germany
7	C Z
8	Portugal
9	Norway
10	italy

2. For each statement listed below, please check the box for the ranking and response that best reflects your opinion.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
The Board has an appropriate number of meetings each year to accomplish all of its responsibilities.:	7 (70%)	3 (30%)	0 (0%)	0 (0%)	0 (0%)	10
The Board receives a clear agenda and sufficient materials to prepare for each meeting.:	8 (80%)	2 (20%)	0 (0%)	0 (0%)	0 (0%)	10
The Board receives the agenda and materials in advance of the meeting with sufficient time to review and prepare for the meeting.:	7 (70%)	2 (20%)	1 (10%)	0 (0%)	0 (0%)	10
All of the directors attend each Board meeting.:	0 (0%)	6 (60%)	2 (20%)	2 (20%)	0 (0%)	10
All of the directors are adequately prepared for each meeting.:	1 (11.11%)	3 (33.33%)	5 (55.56%)	0 (0%)	0 (0%)	9
The length of each meeting is sufficient to review and complete all of the items on the agenda.:	3 (30%)	5 (50%)	1 (10%)	1 (10%)	0 (0%)	10
The Board has the opportunity to speak with and ask questions of the CE and any Board advisors that attend Board meetings.:	5 (50%)	4 (40%)	1 (10%)	0 (0%)	0 (0%)	10
The Board focuses on the most important issues facing ICAR.:	4 (40%)	6 (60%)	0 (0%)	0 (0%)	0 (0%)	10
The Board makes informed decisions in a timely manner.:	3 (30%)	7 (70%)	0 (0%)	0 (0%)	0 (0%)	10
Total Responded to this question:					10	100%
Total who skipped this question:					0	0%
Total:					10	100%

3.

Please add any comments regarding the meetings of the Board

		Responses	Percent
Responses:		2	100 %
Total Responded to this question:		2	20 %
Total who skipped this question:		8	80 %
Total:		10	100 %
3.			
Please add any comments regarding the meetings of the Board			
Response	Response Text		
1	Meetings frequently run over the scheduled time, which can be awkward when diary has other meetings scheduled		
2	Good frequency Well prepared		

4. For each statement listed below, please check the box for the ranking and response that best reflects your opinion.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
The Board evaluates the independence of each director periodically.:	0 (0%)	1 (10%)	5 (50%)	4 (40%)	0 (0%)	10
The members of the Board reflect a wide range of experience, skills, occupational background and other resources needed by ICAR.:	3 (30%)	7 (70%)	0 (0%)	0 (0%)	0 (0%)	10
The Board possesses the necessary skills and background to handle the current issues facing ICAR.:	4 (40%)	6 (60%)	0 (0%)	0 (0%)	0 (0%)	10
The Board is composed of a diverse group of people.:	4 (40%)	5 (50%)	1 (10%)	0 (0%)	0 (0%)	10
The size of the Board is appropriate for the effective governance of ICAR.:	4 (40%)	6 (60%)	0 (0%)	0 (0%)	0 (0%)	10
New directors receive an adequate orientation to ICAR.:	0 (0%)	6 (60%)	3 (30%)	1 (10%)	0 (0%)	10
The director education program is effective at keeping the Board up to date on ICAR and corporate governance issues.:	1 (10%)	5 (50%)	0 (0%)	4 (40%)	0 (0%)	10
Total Responded to this question:					10	100%
Total who skipped this question:					0	0%
Total:					10	100%

5.

Please add any comments regarding the above statements and the Board

	Responses	Percent
Responses: 	3	100 %
Total Responded to this question:	3	30 %
Total who skipped this question:	7	70 %
Total:	10	100 %

5.

Please add any comments regarding the above statements and the Board

Response	Response Text
1	At the beginning, I would have liked a somewhat detailed description of the tasks of the board as well as the activities of ICAR.
2	For new board members, the face-to-face meetings and the agenda prepared for these meetings are extremely important so that they can quickly become familiar with ICAR-board issues.
3	I think it will be necessary a effective education program that provide more knowledge to directors about ICAR activity

6. For each statement listed below, please check the box for the ranking and response that best reflects your opinion.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
The Board has appointed the appropriate number and type of committees to assist with performance of the Board's obligations.:	4 (40%)	5 (50%)	1 (10%)	0 (0%)	0 (0%)	10
The Board has appropriately delegated some of its responsibilities to its committees.:	4 (40%)	5 (50%)	1 (10%)	0 (0%)	0 (0%)	10
The Board receives adequate reports and information from each of the Board committees.:	2 (20%)	8 (80%)	0 (0%)	0 (0%)	0 (0%)	10
Each committee has a written charter or appropriate guidance that clearly defines its roles and responsibilities.:	6 (60%)	1 (10%)	3 (30%)	0 (0%)	0 (0%)	10
The Chair of the Board provides effective leadership of the Board.:	7 (77.78%)	2 (22.22%)	0 (0%)	0 (0%)	0 (0%)	9
The Chair of the Board leads a thorough and effective process for setting the Board's agenda for each meeting and the year.:	7 (77.78%)	2 (22.22%)	0 (0%)	0 (0%)	0 (0%)	9
Total Responded to this question:					10	100%
Total who skipped this question:					0	0%
Total:					10	100%

7. Please add any comments regarding the structure of the Board

		Responses	Percent
Responses:		0	0 %
Total Responded to this question:		0	0 %
Total who skipped this question:		1 0	100 %
Total:		1 0	100 %

8. For each statement listed below, please check the box for the ranking and response that best reflects your opinion.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
The Board maintains the confidentiality of its discussions and decisions.:	3(30%)	6(60%)	1(10%)	0(0%)	0(0%)	10
The atmosphere of Board meetings is collegial and fosters open and honest communication.:	10(100%)	0(0%)	0(0%)	0(0%)	0(0%)	10
The Board is effective in operating as a team.:	4(40%)	6(60%)	0(0%)	0(0%)	0(0%)	10
The Board values informed discussions and diverse viewpoints.:	5(50%)	5(50%)	0(0%)	0(0%)	0(0%)	10
The Board has adequate procedures for the disclosure of conflicts of interest.:	1(10%)	4(40%)	4(40%)	1(10%)	0(0%)	10
The Board appropriately and effectively evaluates and resolves any conflict of interest.:	1(10%)	4(40%)	4(40%)	1(10%)	0(0%)	10
The Board appropriately and effectively reviews and resolves any related party transactions.:	0(0%)	4(44.44%)	5(55.56%)	0(0%)	0(0%)	9
The Board puts ICAR's interests ahead of the interests of the directors.:	6(60%)	4(40%)	0(0%)	0(0%)	0(0%)	10
The Board promotes ethical behavior and the importance of compliance with ICAR policies and procedures.:	6(60%)	3(30%)	1(10%)	0(0%)	0(0%)	10
Total Responded to this question:					10	100%
Total who skipped this question:					0	0%
Total:					10	100%

9. Please add any comments regarding the relations within the Board

		Responses	Percent
Responses:		1	100 %
Total Responded to this question:		1	10 %
Total who skipped this question:		9	90 %
Total:		10	100 %
9. Please add any comments regarding the relations within the Board			
Response	Response Text		
1	I can't say anything about confidentiality so far. However, I think that all board members are professional enough to keep confidential issues under wraps.		

10. For each statement listed below, please check the box for the ranking and response that best reflects your opinion.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
The Board is aware of and understands its role and responsibilities.:	5 (50%)	5 (50%)	0 (0%)	0 (0%)	0 (0%)	10
The Board is aware of and understands its fiduciary duties and other legal obligations to ICAR as directors of ICAR.:	4 (40%)	6 (60%)	0 (0%)	0 (0%)	0 (0%)	10
The Board is appropriately involved in developing ICAR's strategic plan and direction.:	7 (77.78%)	1 (11.11%)	1 (11.11%)	0 (0%)	0 (0%)	9
The Board has sufficient opportunity and information to monitor the CE's implementation of ICAR's strategic plan.:	2 (22.22%)	6 (66.67%)	1 (11.11%)	0 (0%)	0 (0%)	9
The Board has sufficient opportunity and information to monitor ICAR's financial and operating performance.:	4 (40%)	6 (60%)	0 (0%)	0 (0%)	0 (0%)	10
The Board has sufficient opportunity and information to review and approve significant transactions and annual business or operating plans and budgets.:	4 (40%)	5 (50%)	1 (10%)	0 (0%)	0 (0%)	10
The Board has a code of ethics or business conduct policy that is appropriate for ICAR.:	3 (30%)	3 (30%)	4 (40%)	0 (0%)	0 (0%)	10
The Board has a risk assessment system that is appropriate for ICAR.:	2 (20%)	3 (30%)	4 (40%)	1 (10%)	0 (0%)	10
The Board identifies and discusses with the CE key risks affecting ICAR.:	5 (50%)	2 (20%)	3 (30%)	0 (0%)	0 (0%)	10
The Board has sufficient opportunity and information to monitor ICAR plans for managing its key risks.:	1 (10%)	6 (60%)	2 (20%)	1 (10%)	0 (0%)	10
The Board has sufficient opportunity and information to monitor ICAR leadership development.:	1 (10%)	7 (70%)	2 (20%)	0 (0%)	0 (0%)	10
The Board regularly evaluates the performance of the CE.:	2 (20%)	5 (50%)	2 (20%)	1 (10%)	0 (0%)	10
Total Responded to this question:					10	100%
Total who skipped this question:					0	0%
Total:					10	100%

11.

Please add any comments regarding the roles and responsibilities of the Board

	Responses	Percent
Responses: 	1	100 %
Total Responded to this question:	1	10 %
Total who skipped this question:	9	90 %
Total:	10	100 %

11.

Please add any comments regarding the roles and responsibilities of the Board

Response	Response Text
1	The control function of the board and its committees and the information on substantial activities and transactions is at a significantly higher level than in the past (causa deutsch bank).

12. For each statement listed below, please check the box for the ranking and response that best reflects your opinion.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
The Board works well with the CE.:	8 (80%)	2 (20%)	0 (0%)	0 (0%)	0 (0%)	10
Directors have constructive interaction with the CE.:	7 (70%)	3 (30%)	0 (0%)	0 (0%)	0 (0%)	10
The Board is sufficiently supportive and challenging of the CE.:	4 (40%)	6 (60%)	0 (0%)	0 (0%)	0 (0%)	10
The Board receives adequate information from the CE for its decision-making.:	7 (70%)	3 (30%)	0 (0%)	0 (0%)	0 (0%)	10
The Board does not micro-manage the performance of the CE.:	3 (30%)	5 (50%)	2 (20%)	0 (0%)	0 (0%)	10
Total Responded to this question:					10	100%
Total who skipped this question:					0	0%
Total:					10	100%

13. Please add any comments regarding the relations of the CE with the Board

	Responses	Percent
Responses:	0	0 %
Total Responded to this question:	0	0 %
Total who skipped this question:	1 0	100 %
Total:	1 0	100 %

14. For each statement listed below, please check the box for the ranking and response that best reflects your opinion.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
The Board is familiar with ICAR's organizational documents and corporate governance policies and practices.:	2 (20%)	5 (50%)	3 (30%)	0 (0%)	0 (0%)	10
The Board appropriately reviews and approves its committee charters and its policies and procedures.:	1 (10%)	8 (80%)	1 (10%)	0 (0%)	0 (0%)	10
The Board engages in appropriate and sufficient self-evaluation.:	1 (10%)	7 (70%)	1 (10%)	1 (10%)	0 (0%)	10
The Board provides constructive feedback from its self-evaluation processes.:	1 (10%)	5 (50%)	3 (30%)	1 (10%)	0 (0%)	10
Total Responded to this question:					10	100%
Total who skipped this question:					0	0%
Total:					10	100%

15.

Please add any comments regarding the corporate governance

	Responses	Percent
Responses:	0	0 %
Total Responded to this question:	0	0 %
Total who skipped this question:	1 0	1 0 0 %
Total:	1 0	1 0 0 %

16. In addition to the issues covered in the questionnaire in Part I above, please respond to the following statements and questions:

	Responses	Percent
Are you satisfied with your performance as a director? Why or why not?:	9	100 %
Considering employment commitments, personal obligations and health status do you believe that you will be able to contribute to the Board and ICAR in the upcoming year?:	9	100 %
What would help you better fulfill your obligations as a director in the upcoming year?:	5	55.56 %
Please list below three items that the Board should focus on as priorities for the upcoming year.:	9	100 %
Please identify any underlying concerns you may have regarding how the Board functions.:	7	77.78 %
Please offer your suggestions on how the Board's organization or performance can be improved in the upcoming year.:	4	44.44 %
Total Responded to this question:	9	90 %
Total who skipped this question:	1	10 %
Total:	10	100 %

16. In addition to the issues covered in the questionnaire in Part I above, please respond to the following statements and questions:

Response	Are you satisfied with your performance as a director? Why or why not?
1	Yes
2	Yes, but could use more time on the guidelines
3	Yes
4	Yes. I have managed to make myself sufficiently available to perform my responsibilities in the board.
5	I need to be better prepared for each board meeting
6	Sometimes not. Personally, I am not detailed enough in milk control topics and unfortunately I can rarely comment on them professionally. I feel the time for internal preliminary arrangements.
7	My performance should be better, unfortunately I am very time-limited due to the position I accepted within the Czech Republic in June 2022.
8	Yes, I feel that I play an active role in many of ICAR's fields
9	y
Response	Considering employment commitments, personal obligations and health status do you believe that you will be able to contribute to the Board and ICAR in the upcoming year?
1	Yes
2	Yes
3	Yes
4	Yes.
5	yes, I will be able
6	Hopefully yes
7	The current dual position is very time-limiting for me at the moment.
8	Yes
9	y
Response	What would help you better fulfill your obligations as a director in the upcoming year?
1	maybe more regular meetings with the President?
2	No special needs at this time.

3	Perhaps at the end of each board, to define the next agenda of the next board meeting
4	More lead time, more time.
5	see above
Response	Please list below three items that the Board should focus on as priorities for the upcoming year.
1	Strategic plan and key objectives, succession
2	new CE, new Chair of groups,
3	Recruitment of replacement CEO, succession and retention of corporate knowledge of staff
4	Get the future CEO up to speed. Better define roles for staff and subcommittee members on services. Develop new leadership to get involved with board, subcommittees, and working groups.
5	Difference between full members and associate members / Priority of upcoming months: Human resources of ICAR (new CE/profile of new staff...)/(R)evolution of data recording
6	Data comparability of milking robots; Stimulation systems for dairy farmers to participate in milkcontrol; Find ways to bring the large amount of data to the public and present it positively.
7	see answer - point 17
8	1.Sustainability 2.include in-line analyses and sensor data 3. update guidelines
9	define a vision for icar in 10 years from now
Response	Please identify any underlying concerns you may have regarding how the Board functions.
1	how to engage all board members
2	Na
3	Because most of our member organizations come from a traditional institutional tradition, the ICAR board can be accommodated with the status quo and not taking a more ambitious/bold vision.
4	Having some time without CE in the board meeting
5	none
6	With respect to the frequency of online meetings, it is for consideration whether it is reasonable to increase the current time limit of 60 minutes.
7	Focus; what and how to prioritize, new CE
Response	Please offer your suggestions on how the Board's organization or performance can be improved in the upcoming year.
1	preparation meetings CE (new CE)
2	Allow the new CEO to ask the tough questions and bring a fresh approach to the organization.
3	Define a first draft of the next agenda at the end of each meeting
4	Keep on the good work

17. Please identify any board education topics that would be of interest to you. Possible topics include the following:

- fiduciary duties, board policies, liabilities and obligations, and constituent documents
- practices of high-performing boards
- financial statements, annual budgets, audits, and taxes
- ICAR as industry participant and role, and the board's role in industry awareness
- Board leadership, engagement, and strategic vision
- ICAR daily workings, data analysis, customers, other industry participants, staff duties, and management

	Responses	Percent
Responses: 	6	100 %
Total Responded to this question:	6	60 %
Total who skipped this question:	4	40 %
Total:	10	100 %

17. Please identify any board education topics that would be of interest to you. Possible topics include the following:

- fiduciary duties, board policies, liabilities and obligations, and constituent documents
- practices of high-performing boards
- financial statements, annual budgets, audits, and taxes
- ICAR as industry participant and role, and the board's role in industry awareness
- Board leadership, engagement, and strategic vision
- ICAR daily workings, data analysis, customers, other industry participants, staff duties, and management

Response	Response Text
1	- Practices of high performing boards - Risk assessment - Strategic vision
2	Practices of high performing boards
3	Board leadership, engagement, and strategic vision
4	ICAR as industry participant and role... Board leadership... ICAR daily workings, data analysis...
5	practices of high-performing boards; Board leadership, engagement, and strategic vision; In my case: improve language
6	* ICAR as industry participant and role, and the board's role in industry awareness *ICAR daily workings, data analysis, customers, other industry participants, staff duties, and management