SPORT
NEW ZEALAND

Governance Evaluation System

Guide for
Administrators and Facilitators

An online approach to board assessment
and development

Developed by applicable.co.nz

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Role of the Administrator

Every evaluation requires an administrator to set up the evaluations and to ensure they are effectively used. That person may also be a facilitator or they can be separate roles (see pp XX)
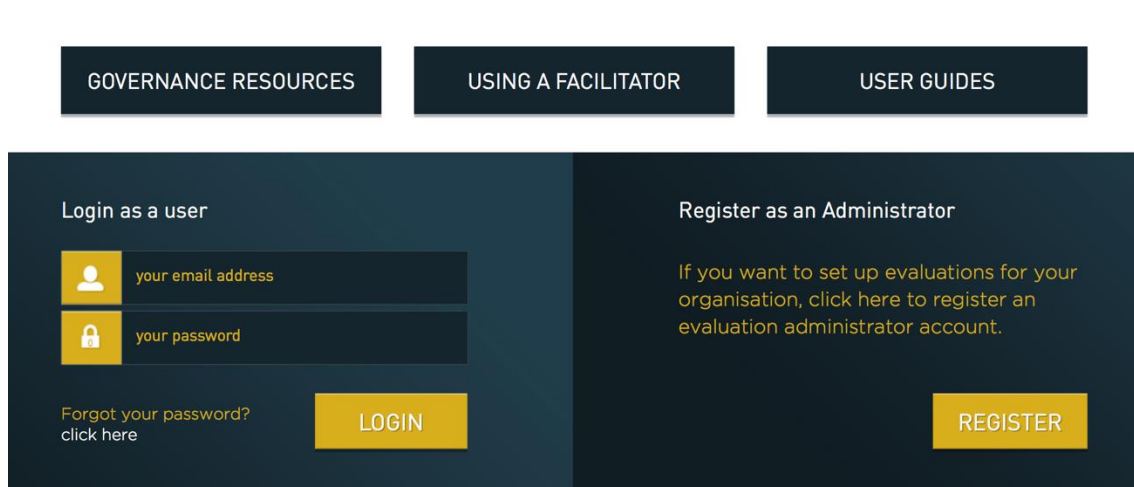
Five simple steps
1. **Register** – set up your organisation by signing up as the administrator
2. **Manage** – add board member information, choose and create a new evaluation and send it to board members
3. **Existing evaluations** – review and dispatch the completed evaluation, create a development plan and follow up on progress
4. **Feedback and ask for help** – if this is needed
5. **Subsequently** – create a re-evaluation or write your own items for a custom evaluation.

See the flowchart below for more detail.
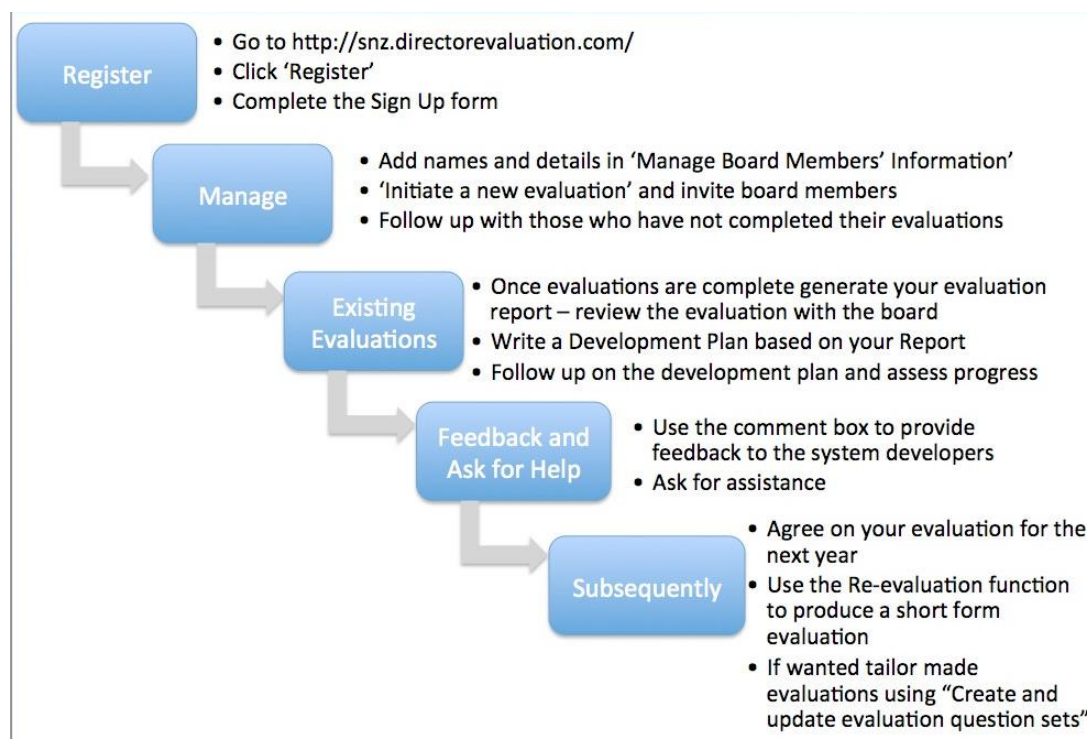
Setting up the evaluation system

If you go to www.snz.directorevaluation.com you will see the following page.

Click on **Register**

Then read about the new login process.

Sign Up

Complete the following table:

Please note that you need to provide a password specific to your organisation. This needs to be treated with care, in the way you would with a banking password. It will be needed by all subsequent administrator of your evaluation.

Admin Dashboard

When complete you will see the *Admin Dashboard*.

Admin functions

- Manage Board Members' Information
  –names and emails of board members are entered.
- Manage Facilitators
  – add the name and email of an independent facilitator who is assisting with the evaluation.
- Initiate a new evaluation
  –select the type of evaluation– e.g. chair evaluation, individual member etc.
- Manage custom evaluations
  – custom question sets can be created.
- Create new multi-year report
  – where data from several years of whole-of-board evaluations can be aggregated.

Manage Board Members' Information

Adding or editing board member data.

Manage Board Members' Information

Add, edit and remove board members

New Board Member

Fill in the form below to add a new board member.

If you want the Chief Executive to participate in this evaluation, simply add this person's details and then select the role "director" in the New Board Member form (even if technically this description is not entirely accurate).

First Name

Last Name

Email Address

Role

Select a role...

Create Board Member

Current Board Members

Clint Cherrington

clint@applicable....

Edit   Delete

Manage Facilitators' Information
Add or edit a facilitator's details.
N.B. A facilitator is necessary for the Governance Mark process

Manage Facilitators' Information
Add, edit and remove facilitators

Add Facilitator

Fill in the form below to add a facilitator.

Email Address

First Name

Last Name

Add Facilitator

Current Facilitators

Clint Cherrington
clint@applicable....

Edit   Delete

Back to Dashboard

Initiate your new evaluation

Once you have added all the details for each board member you can choose and build a new evaluation using the *Initiate* button.

New Standard Evaluation

Choose from one of the evaluation templates below, fill in some details and then invite people to take part in the evaluation

Evaluation Details

Evaluation Type

Choose an evaluation template... ▼

End Date

Reminder Date

Send reminder emails on this date if the evaluation has not been completed

Participants   [Manage Board Members]

Select who will be invited to participate in this evaluation from the list of board members below:

Note: You are not automatically invited to this evaluation. If you wish to participate, please add yourself below.

Clint Cherrington
clint@applicable....
Director
Invite

+

| Preview | Create |

| Back to Dashboard |

After clicking on the *Initiate* button, you will see the screen above.

Select an evaluation template

  The Framework Whole of Board

  Individual Board Member,

  The Chair,

  Management's Evaluation of The Board,

   The Nine Quick Questions,

Set Dates

Select an ***End Date*** for when you require members to have completed the evaluation and a ***Reminder Date*** when the system will automatically send out reminder emails to anyone who has not completed their evaluations.

NB. These dates can be subsequently edited if the original timeframes vary

Invite participants
Once this is done, click on ***Invite*** for each of the directors at the bottom of the screen that you want to participate in the assessment

Preview and start the evaluation
The ***Preview*** button on will allow you to see what the evaluation looks like before it is commenced.
The ***Create*** button will generates the evaluation in the system and sends emails to each of the directors that you have selected, inviting them to participate

Existing Evaluations
 Back at the Admin Dashboard you can:
 Generate Reports for the evaluations that have been undertaken
Create a *Development Plan* to outline your board improvement action
Details
By clicking through the name the name of a specific evaluation you can
Track *progress* by participant.
See *reports* that
You have generated and download them.
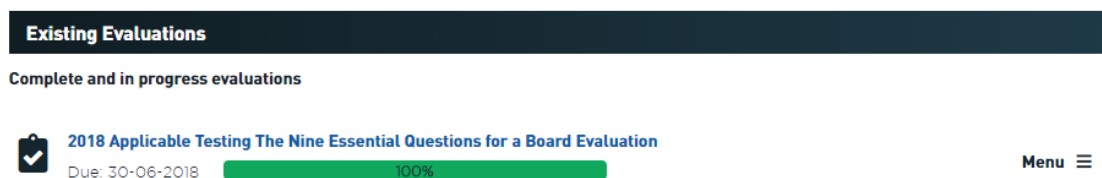
The Administrator can generate reports at any time, even if the evaluation data is not complete. If you try this you will see a warning telling you that the data is incomplete but giving you the option to go ahead.

It is important that reports with incomplete data are not sent to board members as this will cause confusion and uncertainty.

The Facilitator

The role of the Facilitator

The Facilitator function is only available within the whole of board module.
The Facilitator can also be an Administrator although ideally the organisation itself performs that function. A facilitator is necessary for the Governance Mark process. It is also possible to add a facilitator to a Framework whole-of-board process even if the organisation is not involved in the Mark process

Creating a Facilitator

Only the Administrator can set up someone as Facilitator. Click through **Manage Facilitators** on the Admin Dashboard.   When you Add a Facilitator an email is automatically sent to this person inviting them to click on a link to enter the Facilitator's Dashboard. This provides access to the requisite functionality in the Governance Mark process

Facilitator functionality

The Facilitator is able to

Add/edit comments using the 'Facilitator comments' box

Generate, save and dispatch reports –

The **Create/Edit** function generates the Governance Mark format adding the Facilitator's commentary

Governance Mark Report generates the report ready for sending to the chair

Save Report generates a PDF copy of the report. **Save and Dispatch Report to Chair** sends it to the board chair for review

Create Development Plans

Progress by section

Sections	Foundation	Core	Desirable
1. Clarity and cohesion	2 / 3	2 / 4	0 / 1
2. Constitution or trust deed	2 / 2	4 / 4	0 / 1
3. People	3 / 3	4 / 5	0 / 3
4. Inside the boardroom	1 / 1	2 / 2	0 / 0
5. Relationship with the chief executive	3 / 3	5 / 5	2 / 2
6. Board meetings	2 / 2	9 / 9	4 / 4
7. Accountability and Ethics	6 / 6	2 / 2	3 / 3
8. Reporting and monitoring	5 / 5	0 / 0	1 / 1

[View Development Plan]

When you click on Development Plan you see the following

Development Plan for: 2018 Applicable Testing - Governance Mark Reassessment

Plan Overview

The items listed below are areas that are not aligned or only partially aligned with the governance framework.
This assessment is a combination of your directors' views and that of your assessor following consideration of the related documentation.
The Foundation items are "must haves" in the governance mark process and should be given first priority in the development process. Many of the core elements flow from getting these basics in place.
From here the board can assign priority, ownership and timeframes to the various items.

The development plan in general should be discussed with your assessor to determine which items the board wishes to address itself using available resource and where third party support may be valuable. Cross checking with your report is useful to determine the exact actions required in each topic area. A board agenda item at agreed intervals will assist in keeping focus on governance development.

Print Development Plan

Click "Print Plan PDF" to print off a pdf version of this development plan

[Print Plan PDF]

Areas for Development

The following are areas from your evaluation that need development.

1.1 Strategic nature
The board understands that its role is primarily the long term interest of the organisation on behalf of its owners. This means having a future focus. – Foundation LEVEL

Actions recorded		External Resources
This is the action recorded		Please visit this external resource

Who is responsible?	Feedback	By when?	Send reminder	Signed Off
Selected:Clint Cherrington, ▼	1	2018-08-31	If overdue ▼	☐

The system loads low scoring areas into the plan template. The board, usually with

the facilitator's assistance, works through the how, when and who of addressing the development items. This can be done at the board table or in a subcommittee and subsequently tabled for discussion. During the period of development, it is normal to maintain a regular development item on the agenda and to maintain a track on progress within the Plan itself

The Development Plan template allows the Facilitator to enter
1. What -the improvement action
2. Who - person assigned to the action
3. When - target completion date
4. Help? - if external resources are required.

An example of an improvement action may be:
1. Action: Improvement in our conflict of interest management
2. Who: Simone Smith to source good practice policy and templates and bring draft to board for sign off
3. When: By 31 June
4. External Resources: No

Adding an action to a development item
Multiple actions can be assigned to one development item with the ***Add an Action*** button.

Re-Evaluation
The evaluation can be repeated as set out below.

Menu ≡

Manage this evaluation

Generate a report

Initiate re-evaluation

View past reports
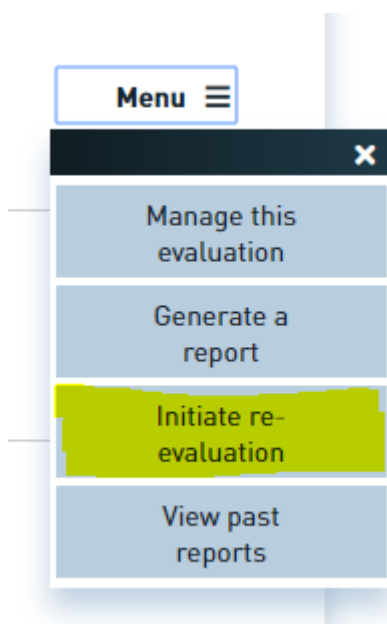
System Feedback and Asking for Assistance

In a number of places in the system you will see this area which enables the you, as Administrator, to email DirectorEvaluation.com and provide commentary on the system or request assistance with your evaluation.

Multi-year reports

The system allows Administrators to generate reports that compare the results of up to five years of Whole-of-Board evaluations. To do this go to the Admin Dashboard and click on the "Create new multi-year report"

To generate this type of report there needs to be at least two years of Whole-of-Board evaluation data that is at least 50% complete in both years. When you generate a new report you can either save this report or dispatch an email to board members with a link to download the report.

Automatic comparison for whole of board reports between old and new structures is not possible. That will need to be done manually. Second and subsequent assessments under the new "framework" system can be automatically generated as multi-year reports.

The relationship between Framework Whole of Board Evaluation and the Nine Steps to Effective Governance

The Framework Whole of Board evaluation described in this manual follows the Nine Steps to Effective Governance framework for sport and recreation and is grouped in four areas:

1. Clarity and cohesion [Steps 2 & 4]
2. People [Steps 1 & 9]
3. Inside the boardroom [Steps 3,5,6 & 7]
4. Integrity and accountability [Steps 2,4,6 & 8]

A copy of the Nine Steps Good Governance framework can be downloaded from:

http://www.sportnz.org.nz/assets/Uploads/attachments/managing-sport/strong-organisations/Nine-Steps-to-Effective-Governance-Building-High-Performing-Organisations.pdf

Frequently asked questions

Q. Lost emails: I have sent out invite and other emails to the board members and they say they have not received them. What do I do?

A. Step One: Please ask your board members to look in their spam/junk folders for these emails. Some Internet Service Provider's (xtra, Orcon etc.) spam/junk mail systems are overly aggressive and classify our emails as spam/junk and delete them.

Step Two: If this fails --- login to the Sport NZ Governance System as an Administrator and click on the name of the relevant evaluation. You will then see all the board members and their progress on the evaluation. Click the Resend Email Link button for the relevant directors who did not get an email.

Step Three: If all else fails --- login to the Sport NZ Governance System as an Administrator and click on the Existing Evaluation click on the relevant evaluation name and use the Copy Invite Link. You will see a link, copy this link into your own email system (Outlook, Mail etc.) and send it to the director asking them to follow this link and complete the evaluation.

Q. How do I change the Due Date for an evaluation?

A. Login to the Governance Evaluation system and click on the name of the evaluation where you wish to change the Due Date. Next to the Due Date you will see a blue link 'Change'. Click this and you can easily alter the date and click on the blue 'Change' button.

Q. How do I add a new member of the board to the evaluation?

A. Login to the Governance Evaluation system and click on the Manage Board Members' Information. Click on Create New Board member and add the new member's information. Click on Admin Dashboard on the top menu and now click on the name of the evaluation where you wish to add the member. You will see the new member's details at the bottom of the screen. Click on Invite for this new member. **Important: remember to click on the Save Changes button to save your addition.**

Note: be careful not to create a duplicate evaluation when wanting to add a board member. You should only have one evaluation for the Whole of Board, Chair and each Individual director. Simply add new members to your existing evaluation – do not start a new evaluation.

Q. How do I give feedback about the system or my experience?

A. Login to the Governance Evaluation system and fill out the System Feedback and Ask for Assistance comment box.

Improvements

If you have ideas for improvement in the system please email these to
John Jones: John@applicable.co.nz

Thank you.