Governance Evaluation System Administrator’s and Facilitator’s Guide

An online approach to board assessment and development

Developed by DirectorEvaluation.com in association with applicable.co.nz
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Introduction

Governance evaluation is the process of identifying the strengths and opportunities for improvement for your board and this is an essential requirement of good governance.

The online governance evaluation system requires an administrator to set up the evaluations and to undertake a small amount of work to ensure they are effectively used.

In the system there are five simple steps

1. **Register** - by signing up
2. **Manage** – to add board member information, choose and create a new evaluation and send it to board members
3. **Existing evaluations** – review 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 the next year’s 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.

You will notice the heading Register as an Administrator, click on the Register button.
Sign Up
To Sign Up complete the following table:

Admin Dashboard
When this is complete you will see the Admin Dashboard.
The Dashboard is in the following sections:

- **Manage Board Members’ Information** – where the names and emails of board members are entered.
- **Manage Facilitators** – for those boards who are using an independent facilitator to assist with the evaluation.
- **Initiate a new evaluation** – where you select the type of evaluation you want to use – e.g. chair evaluation, individual member etc.
- **Manage custom evaluations** – where new tailor made evaluations can be created.
- **Create new multi-year report** – where data from several years of evaluations can be aggregated.

**Admin Dashboard: Manage Board Members’ Information**
Manage: in this section you add new board members or edit existing board member data.
Admin Dashboard: Manage Facilitators’ Information
Manage Facilitators – this is for those boards who are using an independent facilitator to assist with the evaluation.

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.

After clicking on the *Initiate* button you will see the screen above.
You can then *Select an evaluation template* and select from the following options: Individual Board Member Evaluation, Chair Evaluation, Management’s Evaluation Of The Board, The Nine Essential Questions, And The Framework Whole Of Board Evaluation. *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.

Once this is done, click on *Invite* for each of the directors at the bottom of the screen that you want to invite.

The *Preview* button on this screen will allow you to see what the evaluation looks like.

The *Create* button will generate the evaluation and send invite emails to each of the directors that you have selected.
Admin Dashboard: Existing Evaluations
When you go back to you Admin Dashboard you will see this middle section on the screen that enables you to Generate Reports for the evaluations that have been undertaken, generate a Development Plan to record your board improvement actions or see the Details of the progress made in any of the evaluations. In the Details section you will also be able to see the reports that you have generated and download them.

The Governance Evaluation System allows the Administrator to 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.

Facilitator’s 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. The Facilitator can then click on ‘Governance mark process’ to Create/Edit their commentary on the report, or download a ‘GovernanceMark’ report.

The Facilitator can also add comments using the ‘Facilitator comments’ box
Development Plans

When you click on Development Plan you see the following

This screen provides an introduction to Development Plans and sets out each of the low scoring areas from your completed evaluation. This can usefully be developed in conjunction with the Facilitator.

It also has a function to make the Development Plans available (or unavailable) to board members via an emailed link – this is the button labelled either Make Available or Make Unavailable.

The Development Plan should be written collaboratively by the board and should capture the important steps the board wishes to take to improve its performance.

The board should spend some time in a meeting to review the evaluation results and to develop a series of improvement actions for the Development Plan.
The Development Plan should be entered into the system using the screen above. The plan consists of four parts each of which has a data entry box in the screen above. Entries should be made for

1. The improvement action
2. Who is responsible to take the action
3. When the action needs to be completed
4. If external resources are required.

An example of an improvement action may be:

1. Action: For the board to ask an external consultant to clarify risk management issues and processes
2. Who: The chair to take responsibility to find a suitable consultant and to brief this person
3. When: By 31 June
4. External Resources: Yes, the external governance consultant.

Multiple actions can be created via the Add an Action button.
After 3 months or so it will be appropriate to review progress made in implementing these actions and this can be written into the Progress section of the system.
Board members can also comment on the plan and on the progress and their feedback is recorded in the Board Feedback section. This function allows for an online board debate on improvement and this can be a powerful force for change in the board.

This process of collaboratively developing a Development Plan, recording Progress and having members provide Board Feedback ensures that the board effectively plans and implements improvement's systematically.

**Re-evaluations**
The system also allows Administrators to automatically create a re-evaluation questionnaire based on the low scoring items and areas from the last evaluation. This re-evaluation can be useful as a follow up, say one year on, from the original governance evaluation.

This Generate Re-Evaluation section is at the bottom of the Development Plan screen.
Admin Dashboard: 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.

Other features

In the section Manage Evaluation Questions in the Dashboard can be used to generate tailor-made evaluations.

There is a wide range of circumstances where this advanced feature may be used, for example where the board wishes to focus on a small number of important strategic issues that are not included in the Whole-of-Board-Evaluation.

To develop a tailor made evaluation, firstly decide on a name for your new tailor made evaluation e.g. Stakeholder Understanding Evaluation. In the Description box write a brief account of the new evaluation. Then click Create.
Once you click *Create* you will see the following screen.

![Image of the new question set screen]

In this screen you can write the *Section title* for the evaluation, and enter in the new question title and question. The completed questionnaire shows up in the grey box on the right hand side as you create it. You can *Add another statement* or *Add another section* or *Save and Finish*.

The new evaluation you created can then be seen in your Admin Dashboard and sent out to board members.
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 Good Governance

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

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

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

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 members 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 Iain McCormick: iain@directorevaluation.com

Thank you.