# Board Committee Evaluation Guide

## Purpose

Most sporting organisations establish board committees and delegate work to them from the board. The role of these committees is to enable more effective consideration of complex or specialised issues and to use directors’ time more efficiently. Committees are also a useful mechanism to access specialised skills and knowledge which may not be present within the board at any one time. Committees make recommendations for action to the board. They may have some delegated authority, however the board retains collective responsibility for decision making.

It is important that boards evaluate the performance and effectiveness of an organisation’s committees periodically to ensure that they are fulfilling their purpose, contributing to the objectives of the organisation and are delivering on their responsibilities (Board Charter).

The Australian Sports Commission (ASC) has developed a Committee Evaluation tool to assist boards evaluate the work of its committees. Aligned with the Sport Governance Principles, this tool is consistent with and takes a similar approach to the *Board Evaluation Tool*.

This resource can be used by any sporting organisation to undertake a committee evaluation. The question set assesses the committee across each of the Sport Governance Principles and the impact of the committee in achieving the strategic objectives of the organisation.

For further information and assistance:

* national sporting organisations can contact the ASC Sport Governance and Organisational Enhancement team at sportsgovernance@ausport.gov.au
* state sporting organisations and clubs can contact their relevant State and Territory agency for sport and recreation

## Process

To complete a committee evaluation, use the following steps as a guide:

Step 1 A board member or company secretary is appointed to co-ordinate the committee evaluation (evaluation co-ordinator)

Step 2 The committee is notified of the evaluation – brief details of the purpose, process, time commitment and sharing of report

Step 3 The question set (template provided in this resource) is shared manually or via a survey tool (e.g. Microsoft Forms)

Step 4 Committee members complete the anonymous assessment

Step 5 The evaluation co-ordinator consolidates and analyses the individual assessments and prepares a report. The report presents the results and any recommendations back to the committee and the board.

Step 6 The report findings and any recommendations drive an action plan which may include reviewing the Charter, refreshing committee personnel, etc.

# Committee evaluation question set:

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| Principle 1 – values-driven culture and behaviours | Strongly Disagree | Disagree | Somewhat Disagree | Somewhat Agree | Agree | Strongly Agree |
| The activities and operation of the Committee reflect the organisation’s values, and it refers and behaves according to the organisation's values when assessing and making recommendations. |  |  |  |  |  |  |
| The Committee works well as a team to accomplish the requirements outlined in the Charter and when an issue is discussed, all members are given the opportunity to share information and are encouraged to voice different points of view in an environment of candid discussion. |  |  |  |  |  |  |

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| Principle 2 – aligned sport through collaborative governance | Strongly Disagree | Disagree | Somewhat Disagree | Somewhat Agree | Agree | Strongly Agree |
| The Committee considers a whole of sport approach taking the best interests of members and participants into consideration when making recommendations |  |  |  |  |  |  |
| The Committee actively involves key personnel that either:·       Have relevant expertise across the sport·       Have information to enable proper execution of Committee duties·       May be impacted by any recommendations adopted by the Board |  |  |  |  |  |  |

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| Principle 3 – a clear vision that informs strategy | Strongly Disagree | Disagree | Somewhat Disagree | Somewhat Agree | Agree | Strongly Agree |
| The Committee considers strategic priorities and links recommendations back to the strategic plan and vision.  |  |  |  |  |  |  |

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| Principle 4 – a diverse board to enable considered decision making | Strongly Disagree | Disagree | Somewhat Disagree | Somewhat Agree | Agree | Strongly Agree |
| The Committee is sufficiently diverse, has members with adequate skills, lived experience and understanding of the sporting context to carry out their duties. |  |  |  |  |  |  |

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| Principle 5 – documents that outline duties, powers, roles, and responsibilities | Strongly Disagree | Disagree | Somewhat Disagree | Somewhat Agree | Agree | Strongly Agree |
| The Committee annually reviews the relevant Board policies and makes recommendations to the Board for updates when necessary. |  |  |  |  |  |  |

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| Principle 6 – board processes which ensure accountability and transparency | Strongly Disagree | Disagree | Somewhat Disagree | Somewhat Agree | Agree | Strongly Agree |
| There is an effective induction program for new members which includes a letter of appointment and a position description which clearly defines expectations, time commitments, legal duties and conduct requirements. |  |  |  |  |  |  |
| The Committee prepares an annual calendar outlining the frequency, timing and key agenda items for Committee meetings that is endorsed by the Board  |  |  |  |  |  |  |
| The Committee has sound administration including an agreed process for how the agenda for each meeting will be developed, items for regular inclusion, appropriate minute taking and timely distribution |  |  |  |  |  |  |
| Concise board papers are prepared that provide sufficient information for directors to make an informed decision. The Papers (prepared for the Board) are submitted in sufficient time before Board meetings to allow directors to prepare and if necessary, seek clarification |  |  |  |  |  |  |

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| Principle – 7 - A system which protects the organisation | Strongly Disagree | Disagree | Somewhat Disagree | Somewhat Agree | Agree | Strongly Agree |
| The Committee has access to independent advice, where appropriate to fulfil its duties |  |  |  |  |  |  |
| The Committee considers the risk appetite statement and risk management framework when preparing recommendations to the Board  |  |  |  |  |  |  |

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| Principle 9 – embedded systems of internal review to foster continuous improvement | Strongly Disagree | Disagree | Somewhat Disagree | Somewhat Agree | Agree | Strongly Agree |
| The Committee actively promotes a culture of self-improvement and periodically evaluates its own performance and addresses deficiencies. |  |  |  |  |  |  |
| The Committee contributes to the Annual Report commentary covering the governance practices and key achievements and aspirations of the Committee. |  |  |  |  |  |  |

# Assessment against objectives/charter

The following questions assess the performance of the Committee against the objectives as outlined in the Charter/Terms of Reference. The questions may not refer to all duties and responsibilities but should assess performance of the key functions outlined in the committee purpose statement.

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| **Objective** | **Below Standard** | **At** **Standard** | **Exceeds Standard** | **Comments** |
| Objective 1: eg FAR CommitteeReviewed the effectiveness of the organisation's insurance activities |  |  |  |  |
| Objective 2: eg Nominations CommitteeMade effective recommendations to the board regarding appointments and retirements |  |  |  |  |
| Objective 3: eg Nominations Committee Assessed the organisation's needs in terms of skills, knowledge & experience for directors  |  |  |  |  |

# General comments

The following questions consider the Committee’s overall effectiveness, impact on the organisation and the chance to provide any additional feedback.

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| Free text questions: | Response |
| Over the review period, the performance of the Committee holistically was effective in serving the requirements of the Board |  |
| What impact/s did the Committee have on the performance of the organisation? |  |
| Please provide any additional feedback, opportunities for improvement or highlights over the review period |  |

