



EQUESTRIAN
QUEENSLAND

BOARD DEVELOPMENT & ASSESSMENT POLICY

Policy Area: Governance

Policy Number: EQ 0011

Effective Date: 20 October, 2015

First adopted 16 November, 2003

Revised 21 February 2016

Adopted 29 February 2016

As part of the ongoing governance process the Equestrian Queensland Board believes there should be a focus on the continuous development of itself and individual Board Members.

Part of this ongoing process is to ensure all members have access to professional development relevant to their duties as follows:

1. As the Board has a value-adding role to the organisation they will make every effort to facilitate training for all members and for the Board as a whole.
2. The Board will review its performance on an annual basis.
3. To assist it to fulfil its monitoring responsibilities the Board may engage outside assistance. This includes but is not limited to financial audits.
4. All costs associated with governance effectiveness will be designed to ensure the development of the highest standard of governance.
5. Meeting costs associated with effective communication with members and key stakeholders eg. Surveys, focus groups, club & event visits.

The Board will also provide all new members a thorough induction into the affairs of both the Board and Equestrian Queensland at large.

1. All new Board members will be provided with a Board Director's Manual containing the following information:
 - Constitution & By-Laws
 - Policies
 - Governance responsibilities and Board position descriptions
 - Organisational Structure & position descriptions
 - Equestrian Sports Charters
 - Strategic and Operational Plans
 - Contact Details & meeting schedules
 - Associations Incorporation Act
2. Any new Board member will meet with the EQ Chairperson and CEO, prior to their first meeting to obtain a governance familiarisation.
3. Meet with the Chief Executive Officer (CEO) for an operational familiarisation.

Finally, it is important for the Board's ongoing development that a review be conducted annually of not only the Board's achievements but, those of individual Board members. Any such assessment will be made against such matters as strategic planning, policy development, compliance requirements, individuals preparedness and sports development.

RESPONDENT: _____

The attached questionnaire will help gather data to assist in managing the performance of Board members. The questions are based on factors specific to needs, and factors that research has shown to be important for all boards. It will be used as a reference document for formal performance assessment discussions and as a baseline for future reviews.

Each Board member will receive a personalised report on the combined assessment of the Board's overall performance, their individual performance assessment and how their rating compares to their peers. The individual results will not be released to anyone other than the Chairperson of the Board.

The Role of the Board of Directors

The following role description was extracted from the Harvard Business Review article "Appraising Boardroom Performance". Conger, Finegold & Lawler. Jan-Feb 1998.

"There's little argument about the modern board's responsibilities. First, it is responsible for business strategy development: not for setting strategy – that job falls to the Chief Executive and senior management team – but for ensuring that a strategic planning process is in place, is used, and produces sound results. Further, the board must monitor the implementation of current strategic initiatives to assess whether they are on schedule, on budget, and producing effective results.

Second, a board is responsible for seeing that the company has the highest calibre CEO and executive team possible and that certain senior managers are being groomed to assume the CEO's responsibilities in the future.

Third, as the ultimate oversight body, the board must be sure that the company has adequate information, control, and audit systems in place to tell it and senior management whether the company is meeting its business objectives.

And it is also the board's responsibility to ensure that the company complies with the legal and ethical standards imposed by law and by the company's own statement of values.

Finally, the board has responsibilities for preventing and managing crises – that is, for risk management."

It is suggested that all Board members accept this generic role description as a baseline for assessing performance over the prior twelve months. For the next twelve months each Board member could set specific performance objectives over and above this.

If you indicate any area above to be two (2) or below please state your reasons and what you believe needs to be done to rectify the situation.

Other comments.

INDIVIDUAL BOARD MEMBER ASSESSMENT AS A DIRECTOR

Please indicate the choice that most accurately describes your assessment of how well you as a Board member have performed the following tasks:

- Rate the performance
- 1 - Strongly Disagree
 - 2 - Disagree
 - 3 - Neither Agree nor Disagree
 - 4 - Agree
 - 5 - Strongly Agree

Statement	1	2	3	4	5
1. I have been an effective contributor. I spoke up when required, my contributions were succinct and to the point.					
2. I understand my role and obligations as a Board member					
3. I prepared adequately for all Board meetings					
4. I ensured I have adequate information to make relevant Board decisions					
5. I maintained Board integrity and confidentiality away from Board meetings					
6. I regularly attend Board meetings					
7. I devoted sufficient time to my responsibilities					
8. My understanding of all aspects of the sport sufficient to allow me to discharge my duties properly					
9. I have a good working relationship with staff					
10. I maintained good personal relations with colleagues					
11. I helped ensure the strategic planning process is in place, is used and produces sound choices					
12. I helped monitor the implementation of current initiatives (on schedule, on budget, producing effective results)					
13. I helped ensure that management is performing in line with the Board's expectations and the organisation's requirements					
14. I helped ensure there are adequate information, control and audit systems in place					
15. I helped ensure that EQ complied with legal and ethical standards					
16. I helped prevent and managed crises					
17. I contributed to creating a clear, specific and workable					

future strategy for EQ					
18. I brought passion, commitment and enthusiasm to the role I have been given					
19. I have been an effective listener. I considered the views of others					
20. I have been an effective and supportive team player					
21. I helped EQ by using my network of contacts and ability to influence others					
22. I personally contributed to converting ideas approved by the Board into actions					
23. The skills and experience I possess remain appropriate for the future strategic demands of EQ					

If you indicate any area above to be two (2) or below please state your reasons and what you believe needs to be done to rectify the situation.

Other comments.
