



## AFL MASTERS NATIONAL DIRECTOR AND CHAIR PERFORMANCE EVALUATION TOOL

Effective 7 December 2024

### **Effective from**

7 December 2024

### **Applicable to**

This Director and Chair Performance Evaluation Tool is applicable to all National Board Members of AFL Masters (AFLM).

### **Purpose of Director and Chair Performance Evaluation Tool**

The purpose of this evaluation tool is to create a system for regular evaluation and oversight of director performance for AFLM National Board Members.

The AFLM National Board comprises of a diverse group of Directors who collectively provide different perspectives and experience to facilitate more considered decision-making. As boards are ultimately responsible for the organisation, Directors are empowered to make decisions in the best interests of the organisation and its members.

The process aims to assist Directors to understand good practice governance and to identify opportunities for improvement. Aligned with the evolved Sport Governance Principles, this tool is designed to support the AFLM National Board by providing guidance consistent with the organisational self-assessment conducted annually by sports. It is designed to sit alongside and complement the *Board Evaluation Tool*. Note: Since July 2022, Sport Integrity Australia is responsible for the resourcing and support for Sport Governance Principle 8 – a system for ensuring integrity and as a result it is not assessed in this evaluation tool.

### **Self and peer assessment**

This document contains each of the following:

- **Appendix A:** Director self-assessment
- **Appendix B:** Director peer-assessment
- **Appendix C:** Chair self-assessment
- **Appendix D:** Chair peer-assessment

### **Review of Director and Chair Performance Evaluation Tool**

The AFLM National President will annually review this Director and Chair Performance Evaluation Tool and recommend to the AFLM National Board for approval any appropriate amendments.

Revised 7 December 2024

**Appendix A: Director self-assessment question set: <insert name>**

<b>Principle 1 – values-driven culture and behaviours</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Somewhat Disagree</b>	<b>Somewhat Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
My behaviours and actions exhibit the values of the organisation, leading by example						
I ensure decisions align with organisational values						
I respectfully challenge fellow directors, staff, and volunteers for acting in contradiction with the values						
I always act with integrity and maintain confidentiality						
I treat others and their ideas with respect, even when they do not align with my own						
I demonstrate emotional intelligence in my dealings and communication skills						
I show courage when confronting difficult issues and take bold action						
I demonstrate authenticity in my approach						

<b>Principle 2 – aligned sport through collaborative governance</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Somewhat Disagree</b>	<b>Somewhat Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
I engage with other directors to share ideas and build a cohesive strategy for the sport						
I ensure all decisions consider the organisation/sport as a whole						
I initiate, strengthen, and maintain strategic relationships with key stakeholders						

<b>Principle 3 – a clear vision that informs strategy</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Somewhat Disagree</b>	<b>Somewhat Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
I use knowledge, expertise, and experience to inform the board’s discussion on strategy						
In boardroom discussions, I ask how a proposal relates to the organisation’s strategy						
I analyse relevant information to establish a clear strategic direction and adjust priorities as circumstances demand						
I challenge current thinking and explore new ways of doing things by being innovative						

<b>Principle 4 – a diverse board to enable considered decision making</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Somewhat Disagree</b>	<b>Somewhat Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
I actively encourage fellow directors to contribute to boardroom discussion and ask questions						
I publicly support board decisions and use my influence and position to advocate for the organisation						
I advocate for diversity and take action to increase diversity across the sport						
I seek out ideas, opinions and insights that are different to my own						
I have the required financial literacy to carry out my duties						

<b>Principle 5 – documents that outline duties, powers, roles, and responsibilities</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Somewhat Disagree</b>	<b>Somewhat Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
I keep abreast of modern governance, legislation, and contemporary practices						
I challenge 'it's always been done that way' attitudes						
I understand the distinction between board's policy role and management's implementation/operational role and challenge fellow Directors when this distinction is not met						
I take initiative in my own learning and understanding of the organisation's documents, policies and procedures						

<b>Principle 6 – board processes which ensure accountability and transparency</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Somewhat Disagree</b>	<b>Somewhat Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
I disclose conflicts of interest and follow the policy to manage conflicts						
I refer to the board charter and ensure that I am continuously operating as expected						
I review meeting minutes to ensure they provide an adequate level of detail and are an accurate reflection of the meeting and decisions made						
I am well prepared for meetings						
I request further information or clarity from relevant staff when required						

<b>Principle 7 – a system which protects the organisation</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Somewhat Disagree</b>	<b>Somewhat Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
I engage in ongoing learning and development about emerging risks						
I have sound working knowledge of risk management principles and apply this when making decisions						

<b>Principle 9 – embedded systems of internal review to foster continuous improvement</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Somewhat Disagree</b>	<b>Somewhat Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
I reflect on personal contributions made to the board and engage in professional development to strengthen my capability and contribution						
I regularly seek feedback and professional development opportunities						
I openly and honestly participate in Board evaluation processes and provide feedback as required						

<b>Free text questions:</b>	<b>Answers</b>
What do you believe are your main strengths?	
How could you improve your effectiveness and performance?	

Appendix B: Director peer-assessment question set: <insert name>

Principle 1 – values-driven culture and behaviours	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
The director’s behaviours and actions exhibit the values of the organisation, leading by example						
The director ensures decisions align with organisational values						
The director respectfully challenges fellow directors, staff, and volunteers for acting in contradiction with the values						
The director always acts with integrity and maintains confidentiality						
The director treats others and their ideas with respect, even when they do not align with their own						
The director demonstrates emotional intelligence in their dealings and communication skills						
The director shows courage when confronting difficult issues and takes bold action						
The director demonstrates authenticity in their approach						

Principle 2 – aligned sport through collaborative governance	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
The director engages with other directors to share ideas and build a cohesive strategy for the sport						
The director ensures all decisions consider the organisation/sport as a whole						
The director initiates, strengthens and maintains strategic relationships with key stakeholders						

Principle 3 – a clear vision that informs strategy	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
The director uses knowledge, expertise, and experience to inform the board’s discussion on strategy						
In boardroom discussions, the director asks how a proposal relates to the organisation’s strategy						

The director analyses relevant information to establish a clear strategic direction and adjust priorities as circumstances demand						
The director challenges current thinking and explores new ways of doing things by being innovative						

<b>Principle 4 – a diverse board to enable considered decision making</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Somewhat Disagree</b>	<b>Somewhat Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
The director actively encourages fellow directors to contribute to boardroom discussion and ask questions						
The director publicly supports board decisions and uses their influence and position to advocate for the organisation						
The director advocates for diversity and takes action to increase diversity across the sport						
The director seeks out ideas, opinions and insights that are different to their own						
The director has the required financial literacy to carry out their duties						

<b>Principle 5 – documents that outline duties, powers, roles, and responsibilities</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Somewhat Disagree</b>	<b>Somewhat Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
The director keeps abreast of modern governance, legislation, and contemporary practices						
The director challenges ‘it’s always been done that way’ attitudes						
The director understands the distinction between board's policy role and management's implementation/operational role and challenges fellow Directors when this distinction is not met						
The director takes initiative in their own learning and understanding of the organisation’s documents, policies, and procedures						

<b>Principle 6 – board processes which ensure accountability and transparency</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Somewhat Disagree</b>	<b>Somewhat Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
The director discloses conflicts of interest and follows the policy to manage conflicts						

The director refers to the board charter to ensure the Board is operating as expected						
The director reviews meeting minutes to ensure they provide an adequate level of detail and are an accurate reflection of the meeting and decisions made						
The director is well prepared for meetings						
The director requests further information or clarity from relevant staff when required						

<b>Principle 7 – a system which protects the organisation</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Somewhat Disagree</b>	<b>Somewhat Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
The director engages in ongoing learning and development about emerging risks						
The director has sound working knowledge of risk management principles and apply this when making decisions						

<b>Principle 9 – embedded systems of internal review to foster continuous improvement</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Somewhat Disagree</b>	<b>Somewhat Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
The director reflects on personal contributions made to the board and engage in professional development to strengthen their capability and contribution						
The director regularly seeks feedback and professional development opportunities						
Director openly & honestly participates in Board evaluation processes & provides feedback as required						

<b>Free text questions:</b>	<b>Answers</b>
What do you believe to be the director's main strengths?	
How could the director improve their effectiveness and performance?	

Appendix C: Chair self-assessment question set: <insert name>

Principle 1 – values-driven culture and behaviours	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
My behaviours and actions exhibit the values of the organisation, leading by example						
I respectfully challenge fellow directors, staff, and volunteers for acting in contradiction with the values						
I act with integrity and always maintain confidentiality						
I reinforce behaviours that create a culture of trust by facilitating an open exchange of ideas and advocating for others						
I demonstrate emotional intelligence in my dealings and communication						
I demonstrate adaptability and authenticity in my approach						
I show courage when confronting difficult issues and take bold action						

Principle 2 – aligned sport through collaborative governance	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
I engage with other directors to share ideas and build a cohesive strategy for the sport						
I ensure there are appropriate plans in place for stakeholder engagement						
I foster positive developmental relationships with Board Directors						
I advocate for the organisation and leverages my strategic influence with key stakeholders						
I facilitate 360° decision making by integrating multiple perspectives and insights to form a holistic view						
I have a good understanding of the political environment and how to navigate this relative to the sporting landscape						
I foster a positive developmental relationship with the National General Manager						



<b>Principle 3 – a clear vision that informs strategy</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Somewhat Disagree</b>	<b>Somewhat Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
I use my knowledge, expertise, and experience to inform the board’s discussion on strategy						
I redirect conversations and priorities to the organisation’s strategy when they misalign						
I drive innovation						
I lead organisational and cultural changes to achieve strategic objectives						

<b>Principle 4 – a diverse board to enable considered decision making</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Somewhat Disagree</b>	<b>Somewhat Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
I encourage fellow directors to contribute to boardroom discussion and ask questions						
I discuss succession plans for Directors, the Chair, the National General Manager and key senior management						
I publicly support board decisions and use my position to advocate for the organisation						
I champion diversity						
I seek out ideas, opinions and insights different to my own						
I have the required financial literacy to carry out my duties						

<b>Principle 5 – documents that outline duties, powers, roles, and responsibilities</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Somewhat Disagree</b>	<b>Somewhat Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
I keep abreast of modern governance, legislation and contemporary practices						
I challenge ‘it’s always been done that way’ attitudes						
I understand the distinction between board's policy role and management's implementation/operational role and challenge fellow Directors when this distinction is not met						

<b>Principle 6 – board processes which ensure accountability and transparency</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Somewhat Disagree</b>	<b>Somewhat Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
I disclose conflicts of interest and follow the policy to manage conflicts						
I review meeting minutes in a timely manner and ensure they provide adequate detail and are an accurate reflection of the meeting and decisions made						
I am well prepared for meetings and ensures agenda items are kept to time and meetings are managed effectively						
I ensure there is adequate time spent on both strategy, performance and compliance during Board meetings						
I regularly measure the effectiveness of Board meetings and provide a mechanism for feedback						

<b>Principle 7 – a system which protects the organisation</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Somewhat Disagree</b>	<b>Somewhat Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
I engage in ongoing learning and development about emerging risks						
I have appropriate working knowledge of risk management principles and framework						

<b>Principle 9 – embedded systems of internal review to foster continuous improvement</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Somewhat Disagree</b>	<b>Somewhat Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
I request more or different information from management or external experts when needed						
I seek feedback and professional development opportunities						
I facilitate an evaluation process of the Board regularly and encourage open and honest feedback						

<b>Free text questions:</b>	<b>Answers</b>
What do you believe to be your main strengths?	
How could you improve your effectiveness and performance?	

Appendix D: Chair peer-assessment question set: <insert name>

Principle 1 – values-driven culture and behaviours	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
The Chair’s behaviours and actions exhibit the values of the organisation, leading by example						
The Chair respectfully challenges fellow directors, staff, and volunteers for acting in contradiction with the values						
The Chair acts with integrity and maintains confidentiality						
The Chair reinforces behaviours that create a culture of trust by facilitating an open exchange of ideas and advocating for others						
The Chair demonstrates emotional intelligence in their dealings and communication						
The Chair demonstrates adaptability and authenticity in their approach						
The Chair shows courage when confronting difficult issues and takes bold action						

Principle 2 – aligned sport through collaborative governance	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
The Chair engages with other directors to share ideas and build a cohesive strategy for the sport						
The Chair ensures there are appropriate plans in place for stakeholder engagement						
The Chair fosters positive developmental relationships with Board Directors						
The Chair advocates for the organisation and leverages their strategic influence with key stakeholders						
The Chair facilitates 360° decision making by integrating multiple perspectives and insights to form a holistic view						
The Chair has a good understanding of the political environment and how to navigate this relative to the sporting landscape						
The Chair fosters a positive developmental relationship with the National General Manager						

<b>Principle 3 – a clear vision that informs strategy</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Somewhat Disagree</b>	<b>Somewhat Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
The Chair uses their knowledge, expertise, and experience to inform the board’s discussion on strategy						
The Chair redirects conversations and priorities to the organisation’s strategy when they misalign						
The Chair drives innovation						
The Chair leads organisational and cultural changes to achieve strategic objectives						

<b>Principle 4 – a diverse board to enable considered decision making</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Somewhat Disagree</b>	<b>Somewhat Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
The Chair encourages fellow directors to contribute to boardroom discussion and ask questions						
The Chair discusses succession plans for Directors, the Chair, the National General Manager and key senior management						
The Chair publicly support board decisions and uses their position to advocate for the organisation						
The Chair champions diversity						
The Chair seeks out ideas, opinions and insights different to their own						
The Chair has the required financial literacy to carry out their duties						

<b>Principle 5 – documents that outline duties, powers, roles, and responsibilities</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Somewhat Disagree</b>	<b>Somewhat Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
The Chair keeps abreast of modern governance, legislation, and contemporary practices						
The Chair challenges ‘it’s always been done that way’ attitudes						
The Chair understands the distinction between board's policy role and management's implementation/operational role and challenges fellow Directors when this distinction is not met						

<b>Principle 6 – board processes which ensure accountability and transparency</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Somewhat Disagree</b>	<b>Somewhat Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
The Chair discloses conflicts of interest and follows the policy to manage conflicts						
The Chair reviews meeting minutes in a timely manner and ensures they provide adequate detail and are an accurate reflection of the meeting and decisions made						
The Chair is well prepared for meetings and ensures agenda items are kept to time and meetings are managed effectively						
The Chair ensures there is adequate time spent on both strategy, performance, and compliance during Board meetings						
The Chair regularly measures the effectiveness of Board meetings and provides a mechanism for feedback						

<b>Principle 7 – a system which protects the organisation</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Somewhat Disagree</b>	<b>Somewhat Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
The Chair engages in ongoing learning and development about emerging risks						
The Chair has appropriate working knowledge of risk management principles and framework						

<b>Principle 9 – embedded systems of internal review to foster continuous improvement</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Somewhat Disagree</b>	<b>Somewhat Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
The Chair requests more or different information from management or external experts when needed						
The Chair seeks feedback and professional development opportunities						
Chair facilitates an evaluation process of the Board regularly & encourages open & honest feedback						

<b>Free text questions:</b>	<b>Answers</b>
What do you believe to be the Chair's main strengths?	