



AFL MASTERS NATIONAL BOARD PERFORMANCE EVALUATION POLICY

Effective 7 December 2024

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Applicable to

This Board Performance Evaluation Policy is applicable to the National Board of AFL Masters (AFLM).

Purpose of Board Performance Evaluation Policy

The purpose of this performance evaluation policy is to assist the board to determine how well they are carrying out their responsibilities and identifies strategies for board development. It will also provide a benchmark against which the board can assess:

- Its progress and performance over time
- Form a basis to establish agreed performance objectives
- Inform future recruitment strategies

Consistent with the Sport Governance Standard 9.1 *“The board should regularly evaluate its performance and performance of individual directors. The board should agree and implement a plan to take forward any actions resulting from the evaluations”*

By committing to a regular performance evaluation it is expected that AFLM will find benefits in improved leadership, greater clarity of roles and responsibilities, improved teamwork, greater accountability, better decision making, improved communication and more efficient board operations.

Policy

The following are the guidelines for evaluating board performance:

1. The board should evaluate its own effectiveness annually,
2. The board should explicitly set standards and performance expectations to provide a basis for a formal annual evaluation of its governance effectiveness, and
3. The board should assess its performance according to pre-agreed objective criteria, preferably derived from its own governance policies and processes.

Best practice approaches to board evaluation include:

1. Setting time aside, at least annually, for the board explicitly to address its collective and individual member performance
2. Using an independent facilitator or consultant to help the board design a suitable evaluation process and to ensure that this is carried out independently and confidentially
3. Conducting peer and self-appraisal of all board members, and the chairperson.

The outcome of the evaluation process should be used as the basis for board and individual board member development goals, leading to an improvement in AFLM National Board performance over time.

Responsibilities

It shall be the responsibility of the AFLM National President to ensure that the procedures specified in this policy are implemented appropriately.

Procedure

- Gain agreement on the concept of performance management
 - The National President will introduce the concept of Board Performance and Individual Director Evaluation. The National President should be aware that the idea of performance evaluation may be threatening to some board members and/or to the board culture and therefore it is important to clearly explain the purpose of the review in the context of the need for good governance practices, continual board improvement, accountability, identifying current skills and skill gaps and the view of taking a strategic approach to performance management.
- Establish the Criteria to be used for performance assessment - Agree on model and format for review
 - The criteria in the Board Performance Evaluation Survey contained in this Tool Kit are an example only and is based on the *Vicsport Good Governance and Diversity Framework*. The criteria should be distributed to board members for agreement.
 - The Individual Performance Evaluation Survey assesses director responsibilities of a general nature and may be amended. The timing (usually annually), delivery and review process should also be discussed and agreed on by the board.
- Undertake Board Performance Evaluation
 - All board members are asked to complete the confidential Board Performance Survey that should take no longer than 10 minutes (depending on the depth of responses).
 - Surveys should be distributed via the agreed delivery method (eg: Survey Monkey or Microsoft Forms), submitted by the stated completion date and remain confidential.
- Undertake Board Member Self-Assessment
 - All board members are asked to complete the confidential Self-Assessment Survey that should take no longer than 10 minutes (depending on the depth of your responses).
 - Surveys should be distributed via the agreed delivery method (eg: Survey Monkey or Microsoft Forms), submitted by the stated completion date and remain confidential.
- Feedback
 - The survey results from the Board Performance Surveys will be compiled and a summary of the overall results will be presented to the National Board for discussion and action. (Individual comments will remain confidential and will not be disclosed in the results. Rather general themes from overall comments will be summarised and provided as feedback with the quantitative results).
 - Results from the Individual Director Survey will be compiled and results will be presented to each individual board member only.
 - Board members will take part in a 1:1 interview with the facilitator. During this process:
 - A summary of the Board Performance Results are presented
 - Strategies for improved board operations, effectiveness and diversity are discussed with each board member based on survey results
 - Individual Director Survey results are presented (own results only)
 - Individual development plans established (*Individuals are encouraged to discuss individual development plans with the National President).

- A general feedback session on the overall board performance should take place with emphasis placed on the process of assessment and board development. Feedback should be delivered in a supportive and constructive manner by the National President or external facilitator.
 - Discuss and agree on strengths, on development areas and ideas for improvement for each criteria (Include persons responsible and timeframes),
 - Seek input from board members on the performance review process,
 - Summarise the agreements through a report to the board, and
 - Close the meeting and thank directors for their participation.
- Skills Audit
 - The board will receive an accurate account of current board skills (skills audit) and composition. This should include information on board size and mix of age, gender and backgrounds.
 - This information should be used by the board to identify possible skill and diversity gaps for professional development opportunities and to inform future board election. Boards will be better positioned to engage in skill-based appointments by developing and communicating board position descriptions based on this information.
- Ongoing Monitoring and Evaluation
 - The agreements for action should be summarised through a report and provided to the board.
 - Ongoing monitoring should take place on the progress of actions based on allocated timeframes.
 - In some instances boards may find it appropriate to establish a Governance Sub-Committee to initiate and oversee the delivery of the actions agreed to by the board.
 - The Board Performance and Individual Director Evaluation Process will be flagged for annual delivery

Review of National Board Evaluation Tool

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

Revised 7 December 2024