



# 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

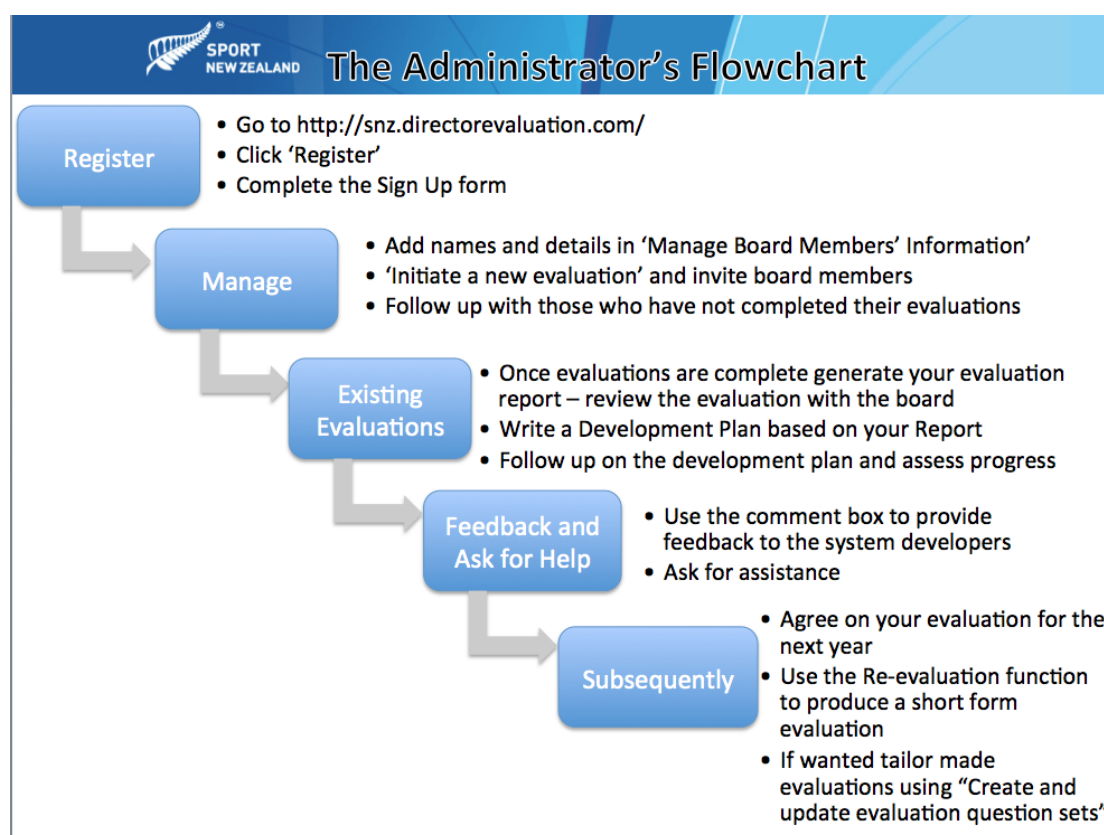
Governance evaluation is the process of identifying the strengths and opportunities for improvement for your board and this is an essential requirement of good governance.

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](http://www.snz.directorevaluation.com) you will see the following page.

## Welcome to the Sport New Zealand Governance Evaluation System

If you are an existing evaluation administrator or evaluation participant, please use the "Login to your account" form below. Enter your email-address and the password that you provided when you registered. If you are unsure of your password please click on the 'Forgot Password' link below the form.

If you have not used this site before and wish to register as an Evaluation Administrator, please click on the "Register" button in the section labeled "Register as an administrator". You will be asked to enter your organisation and to review the terms and conditions of use. Once you have accepted these you will be directed to your personalised administrator dashboard where you can setup a new survey.

**Note:** If you have used the previous version of the SPARC Governance Evaluation system, you will need to Register as an Administrator again in this new Sport New Zealand system. Thank you.

### Login as a user

**Your Email Address**

  
**Your Password**  
 Remember me

### Register as an Administrator (Only)

If you want to set up evaluations for your organisation, click here to register an evaluation administrator account.

**Register**

[Forgot your password?](#)

## Need support?

**Your name**

**Your Email**

**Organisation**

**Screen Name**  The name of the screen or page where you had trouble

**How can we help?**

**Swipe right to unlock**

Currently locked: slide arrow to submit the form

**Request Support**

You will notice the heading *Register as an Administrator*, click on the *Register* button.

# Sign Up

To Sign Up complete the following table:

The screenshot shows the 'Sign Up as a Survey Administrator' form. It includes the following fields: First Name, Last Name, Email Address, Password, Confirm Password, Organisation Name, Organisation Type, and a CAPTCHA challenge. Below the CAPTCHA is a checkbox for 'I accept the Terms and Conditions of use for the Governance Evaluation System' and a 'Register' button.

## Admin Dashboard

When this is complete you will see the *Admin Dashboard*.

The screenshot displays the 'Admin Dashboard' for a 'New Zealand Sport Organisation'. It features a navigation menu on the left and a main content area with several sections:

- Admin Dashboard** This is the admin dashboard for **New Zealand Sport Organisati**
- A note on emails:** If you have board members who have not received their email invitations, please ask them to look in their spam/junk mail folders.
- New! Multi-Year Whole of Board Reports:** You can now create a multi-year whole of board report which compares the final results of the desired whole of board evaluations. Simply click the 'Create new multi-year report' link in the list below.
- Create & Manage**
  - Manage board members' information**
    - Manage Board Members' Information** (Manage) - Create and manage board members
  - Manage Facilitators**
    - Manage Facilitators** (Manage) - Create/find a facilitator
  - Initiate a new evaluation**
    - Initiate a new evaluation** (Initiate) - Initiate a new evaluation and invite participants
  - Manage custom evaluations**
    - Manage custom evaluations** (Manage) - Create and edit custom evaluations
  - Create new multi-year report**
    - Create new multi-year report** (Create) - Create a new multi-year whole of board comparison report

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.

The screenshot shows a web browser window titled "Manage Participants" with the URL "http://snz.directorevaluation.com/manage\_participants". The browser's address bar and search bar are visible. The page header features the "SPORT NEW ZEALAND" logo and a user profile for "I. McCormick | Sign out". Below the header, there are navigation tabs for "Admin Dashboard" and "Participant Dashboard". The main content area is titled "Manage Board Members' Information" and includes the subtext "Add, edit and remove board members".

**New Board Member**  
Fill in the form below to add a new board member

First Name

Last Name

Email Address

Role

[Create Board Member](#)

**Current Board Members**

Iain McCormick iainmccormick888@...
--

[Edit](#) [Delete](#)

## Admin Dashboard: Manage Facilitators' Information

Manage Facilitators – this is for those boards who are using an independent facilitator to assist with the evaluation.

### Manage Facilitators' Information

Add, edit and remove facilitators

#### Add Facilitator

Fill in the form below to add a facilitator.

Email Address

First Name

Last Name

[Add Facilitator](#)

---

#### Current Facilitators

**Peter McCormick**  
[iain.mccormick@ic...](#)

[Edit](#) [Delete](#)

[Back to Admin Dashboard](#)

## 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.

### New Standard Evaluation

Choose from one of the evaluation templates below, fill in some details and then invite people to take part in the evaluation

#### Evaluation Details

Evaluation Type

End Date

Reminder Date  Send reminder emails on this date if the evaluation has not been completed

#### Participants (Manage Board Members)

Select who will be invited to participate in this evaluation from the list of board members below:

**Note:** You are not automatically invited to this evaluation. If you wish to participate, please add yourself below.

**Peter McCormick**  
[iain.mccormick@ic...](#)  
Chairman  
[Invite](#)

[+](#)

[Preview](#) [Create](#)

[Back to Admin Dashboard](#)

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.

**New Standard Evaluation**

Choose from one of the evaluation templates below, fill in some details and then invite people to take part in the evaluation

**Evaluation Details**

Evaluation Type

End Date

Reminder Date  Send reminder emails on this date if the evaluation has not been completed

**Participants** [\(Manage Board Members\)](#)

Select who will be invited to participate in this evaluation from the list of board members below:

**Note:** You are not automatically invited to this evaluation. If you wish to participate, please add yourself below.

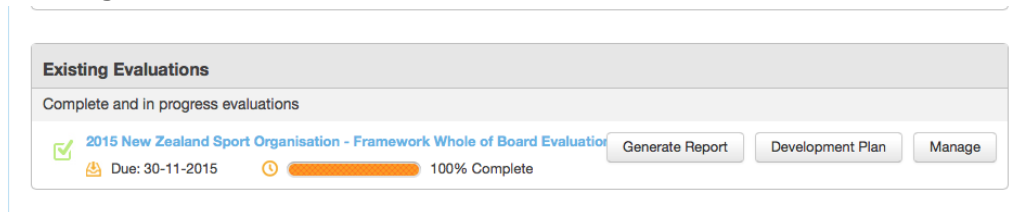
Peter McCormick  
[iain.mccormick@c...](#)  
Chairman

[Back to Admin Dashboard](#)



## Admin Dashboard: Existing Evaluations

When you go back to your 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.



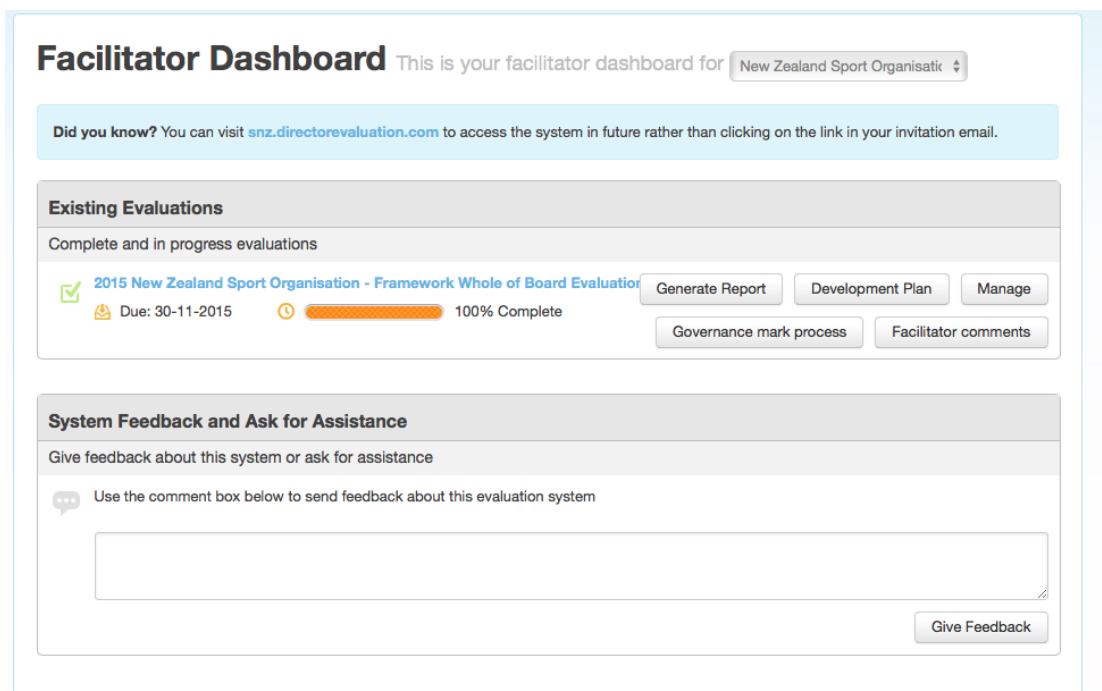
The Governance Evaluation System allows the Administrator to generate reports at any time, even if the evaluation data is not complete. If you try this you will see a warning telling you that the data is incomplete but giving you the option to go ahead.

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

**Development Plan for:** 2012 Director Evaluation Whole of Board

**Plan Overview**  
A board committed to its own on-going development will truly add value. This Development Plan provides a dynamic framework for the board to record and monitor improvement actions. This Plan can be viewed by all board members and so progress can be monitored by all. Below are a list of your lowest scoring items on the recent 2012 Director Evaluation Whole of Board Evaluation.  
The initial Development Plan should be drawn up in a board meeting based on suggestions for improvement from the board. Progress reports can be made at approximately three month intervals. Board members are free to add comments and suggestions.

**Make available to board members**  
When the initial plan is written use the Make Available function to allow board members to view and comment on the plan. The Administrator can return to this plan and update it at any time and the latest version will always be available to the board.

[Make Unavailable](#)

**Print Development Plan**  
Click "Print Plan" to print off a printer-friendly version of this development plan

[Print Plan](#)

**Areas for Development**  
The following are areas from your evaluation that need development.

**Skill set**  
You are satisfied the right mix of skills, sport knowledge and attributes is available to meet the board's and the organisation's governance requirements.

**Trust and integrity**  
The board demonstrates integrity and trustworthiness in all its actions and decisions.

**Role clarity**  
All members understand the differences between their roles when they are participating as board members or when they are participating as unpaid volunteers in the organisation

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.

**Clear expectations**  
The board's expectations of new members are clearly laid out.

### Actions

Review your evaluation and enter the the actions the board intends to take to improve the score for this evaluation

Action	Who is responsible?	By when?	External resources required?
<input type="text" value="abc"/>	<input type="text" value="Bill"/>	<input type="text" value="2012-03-31"/>	<input type="text" value="no"/>

### Progress

Having decided on the actions the board intends to take to improve the score for this area, use the form below to monitor progress:

Progress Made	Date
<input type="text"/>	<input type="text"/>

### Board Feedback

Feedback from board members:

Name	Date	Comment/Suggestion
No feedback has been posted for this evaluation		

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.

**Clear expectations**  
The board's expectations of new members are clearly laid out.

### Actions

Review your evaluation and enter the the actions the board intends to take to improve the score for this evaluation

Action	Who is responsible?	By when?	External resources required?
<input type="text" value="abc"/>	<input type="text" value="Bill"/>	<input type="text" value="2012-03-31"/>	<input type="text" value="no"/>

### Progress

Having decided on the actions the board intends to take to improve the score for this area, use the form below to monitor progress:

Progress Made	Date
<input type="text"/>	<input type="text"/>

### Board Feedback

Feedback from board members:

Name	Date	Comment/Suggestion
No feedback has been posted for this evaluation		

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.

**Clear expectations**  
The board's expectations of new members are clearly laid out.

### Actions

Review your evaluation and enter the the actions the board intends to take to improve the score for this evaluation

Action	Who is responsible?	By when?	External resources required?
<input type="text" value="abc"/>	<input type="text" value="Bill"/>	<input type="text" value="2012-03-31"/>	<input type="text" value="no"/>

### Progress

Having decided on the actions the board intends to take to improve the score for this area, use the form below to monitor progress:

Progress Made	Date
<input type="text"/>	<input type="text"/>

### Board Feedback

Feedback from board members:

Name	Date	Comment/Suggestion
No feedback has been posted for this evaluation		

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.

**Progress**  
Having decided on the actions the board intends to take to improve the score for this area, use the form below to monitor progress:

Progress Made	Date
<input type="text"/>	<input type="text"/>

**Board Feedback**  
Feedback from board members:

Name	Date	Comment/Suggestion
No feedback has been posted for this evaluation		

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.

**Board Feedback**  
Feedback from board members:

Name	Date	Comment/Suggestion
No feedback has been posted for this evaluation		

**Re-Evaluate**  
To test whether the discussion and acceptance of this development plan has been effective, you can re-evaluate participants on the low-scoring areas from the original evaluation

## 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.

**System Feedback and Ask for Assistance**

Give feedback about this system or ask for assistance

Use the comment box below to send feedback or ask for assistance with your evaluation

Send

## 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*.

Manage Evaluation Questions

Create a new Evaluation Question Set

Question Set Name

Description

Create

Existing Evaluation Question Sets

Below is a list of evaluation questions you have created:

Once you click *Create* you will see the following screen.

Construct your new evaluation template

http://snz.directorevaluation.com/evaluation\_templates/construct/35

SPORT NEW ZEALAND

I. McCormick | Sign out

Admin Dashboard Participant Dashboard

## Construct your new question set

Create individual sections and populate them with statements

### Evaluation Outline and Content

Use the form on the right to build your evaluation. The outline on the left can be used to see the structure of your evaluation as you construct it.

**Board knowledge**

- Name of new section (Active)
  - Name of first statement

**Section Details**

Enter the title of this section.

Section Title

**Questions**

Enter questions for this section.

Question Title

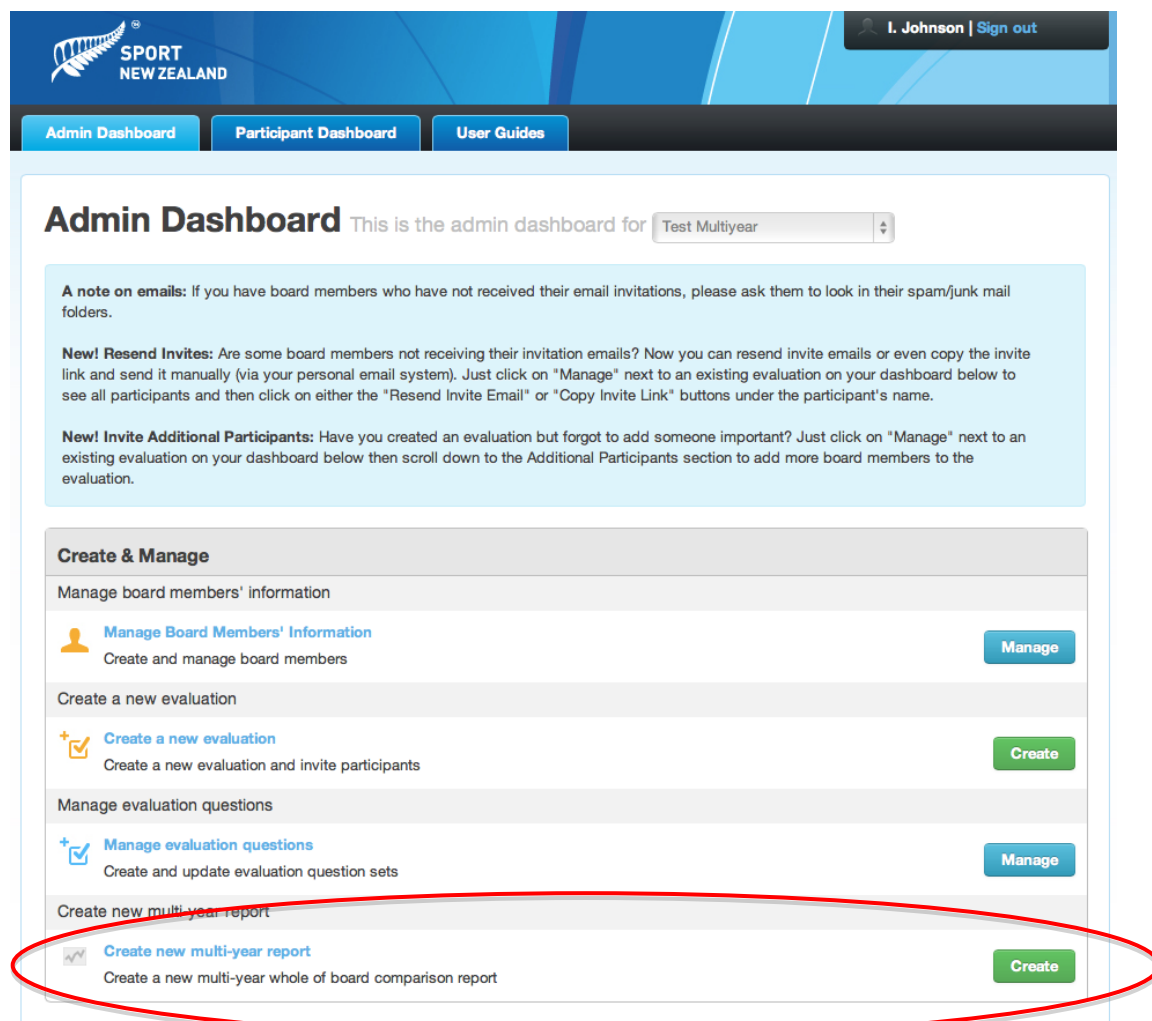
Question Text

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”



The screenshot shows the Sport New Zealand Admin Dashboard. At the top, there is a navigation bar with 'Admin Dashboard', 'Participant Dashboard', and 'User Guides'. The user is logged in as 'I. Johnson' and can 'Sign out'. The main content area is titled 'Admin Dashboard' and indicates it is for 'Test Multiyear'. A light blue box contains three informational notes: 'A note on emails', 'New! Resend Invites', and 'New! Invite Additional Participants'. Below this is a 'Create & Manage' section with four categories: 'Manage board members' information', 'Create a new evaluation', 'Manage evaluation questions', and 'Create new multi-year report'. The 'Create new multi-year report' option is circled in red and includes a 'Create' button.

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:

<http://www.sportnz.org.nz/assets/Uploads/attachments/managing-sport/strong-organisations/Nine-Steps-to-Effective-Governance-Building-High-Performing-Organisations.pdf>

## 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](mailto:iain@directorevaluation.com)

Thank you.