

Thornhill Governing Body Assessment | Fact Sheet

PURPOSE	DESIGN	DELIVERY	TIME
For use by a board of directors or other governing body to assess its performance and identify areas for improvement.	Approximately 65 items (customisable) rated on a 4-point scale allowing directors to assess their own performance and that of the board members as a whole, across a wide range of key performance areas. Comment boxes are included to elicit responses to certain key questions.	Automated online administration of the questionnaire. Clients can print PDF reports at any location world-wide, or Thornhill can provide the report when facilitating feedback. The report is generated in real-time allowing for immediate presentation to and discussion with the board.	25 minutes to complete plus time allocated for consideration of the report by the board.

King Code of Corporate Governance Principle 9

"The governing body should ensure that the evaluation of its own performance and that of its committees, its chair and its individual members, supports continued improvement in its performance and assessment."

*This off-the-shelf Thornhill Governing Body Assessment is an efficient and cost-effective way for a **board of directors or other governing body** to assess how effectively it does its work and meets its fiduciary responsibilities, and to identify areas of functioning in need of improvement.*

The report reflects the consolidated assessment of all the directors and may be categorised to indicate the views of executive, independent non-executive, and other non-executive directors representing particular interests (shareholders, employees, or government).

The questionnaire is completed online, so the report can be generated immediately for consideration by the chairperson and the board as a whole.

THE ASSESSMENT PROCESS

The questionnaire contains approximately 65 items to be rated on a 4-point scale. Open-ended questions are included to elicit responses to certain key questions and because the comments written by raters provide insight into what lies behind the ratings. The question items focus on the effective functioning of the board, and broadly follow the governance guidelines laid down in the King IV report.

Each board member completes the questionnaire, which covers key areas such as:

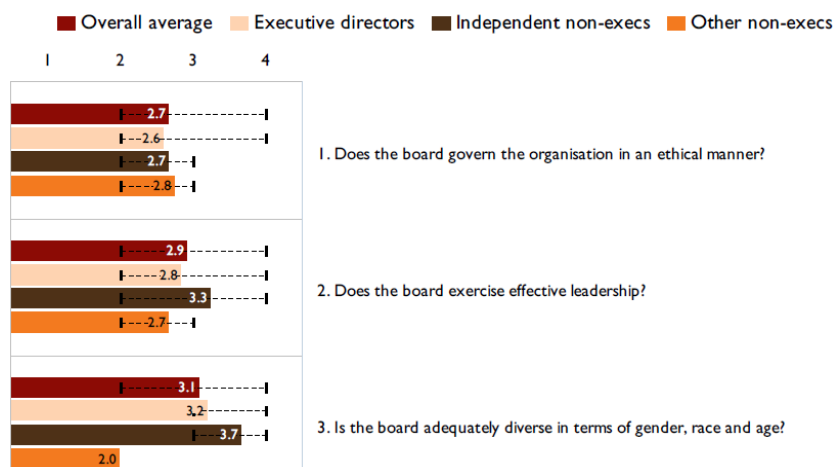
- » The board's compliance with legislation and its own founding documents
- » The attention given to sound corporate governance
- » Whether the board effectively oversees the development and implementation of the company's strategy
- » The board's oversight of the effective functioning of the company or organisation it governs
- » The relationship between the board and management, and the quality of service provided by the management team to the board
- » The diversity of the board with respect to demography and gender, as well as skills, experience and perspective
- » How well board sub-committees function to improve board effectiveness
- » The extent to which the board services the interests of its stakeholders and the broader community, as well as producing value for its shareholders
- » The extent to which sufficient attention is paid to both the development of staff capabilities and the quality of life afforded to employees of the company.

Each board member is asked to rate her or his own contribution to the effective functioning of the board, and that of the other board members (collectively), and the extent to which the chairperson ensures the board carries out its functioning both effectively and efficiently.

Each director is also asked to reflect on how s/he can improve the quality of her or his contribution to the board, and what steps the board should take to improve its functioning.

THE FEEDBACK REPORT

The report provides the board with anonymous feedback from executive, independent non-executive, and other non-executive directors. Differences in perceptions between these groups may be useful in assessing steps to be taken to improve the functioning of the board. Each director also rates him/herself and this helps to increase self-awareness. To preserve anonymity, the report will only display a category if there are at least three raters in that category. The exception to this is where raters either choose whether to have their responses displayed separately, or they are informed that their responses will be displayed separately. The report provides a detailed analysis of the ratings on each item, comparison charts and tables, ranges, organisational priorities, which are ranked in descending order, and other useful features.



The table below shows the highest 5 overall rated items for organisational aspects - these are the relative strengths:

Question text	Overall average	Executive directors	Independent non-execs	Other non-execs
14. Does the board appropriately consider all stakeholders?	3.3	3	3.67	4
24. Does the chairperson allocate sufficient time for the most important items on the agenda?	3.18	3.2	3	3.33
3. Is the board adequately diverse in terms of gender, race and age?	3.1	3.2	3.67	2

To facilitate creating a development plan, the report highlights strengths and development areas for the following items: Organisational Aspects, Personal Skills, and Quality of Participation.

A development plan template is included in the report for completion.

FEEDBACK FACILITATION

The report should be used by the board to consider what areas of functioning need to be improved. It may be preferable that this conversation is led by an external facilitator, to allow the board chairperson to participate on an equal footing with other directors. Ideally this discussion should conclude with a clear set of deliverables and a timeframe for their completion.

MEASURING PROGRESS

The King Code recommends that the board conducts a formal evaluation at least every two years. This assessment provides an objective and consistent instrument to measure progress from one evaluation to another.

KEY BENEFITS

- » Off-the-shelf solution with no consulting or development costs
- » Anonymous feedback, combining responses from several people
- » Entirely online – quick and convenient, and allows for an immediate report. It is possible for the board to meet, complete the questionnaire, receive the report, and have a full discussion on the report in a single half day session.
- » Cost effective, saving both money *and* your time
- » Easy to interpret report that provides a visual, colour-coded summary of responses.

ADDITIONAL OPTIONS

This questionnaire can be adapted to reflect the priorities of your organisation. Thornhill consultants can provide advice on question items and report formats, and our development team can customise questionnaires and reports to meet your specific needs.

Materials can be branded and worded to fit with your organisation's identity.

Thornhill offers a 180° questionnaire and a selection of tested off-the-shelf 360° leadership questionnaires for different management levels, from entry level management through to general managers at executive level, as well as team questionnaires.