

SUPPLEMENT TO GUIDE #1

SELF-ASSESSMENT EVALUATION
QUESTIONNAIRE FOR

BOARD COMMITTEES

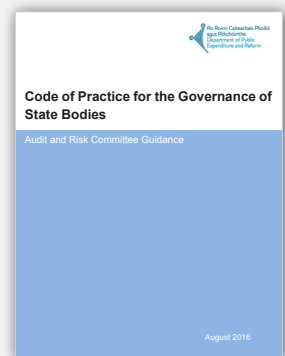
What's the purpose of this One Question Guide Supplement?

This supplement is linked to **One Question Guide #1 Board Self-Assessment Evaluation**, which supports Board Secretaries' in conducting a Board self-evaluation in compliance with the *Code of Practice for the Governance of State Bodies* (govacc.per.gov.ie/governance-of-state-bodies). The Board Self-Assessment Evaluation guide includes a model for the Board self-evaluation process; a ready-to-use Board questionnaire mirroring the sample questions provided by the Department of Public Expenditure and Reform (DPER); and templates to analyse, report and follow-up on the outcomes of the evaluation.

The Code also requires the Board to evaluate its committees (The Code, p.25). DPER provides guidance for how the Audit and Risk Committee can be reviewed, and the *Checklist for the Effectiveness of Audit and Risk Committees* forms its own supplement.

The purpose of this **One Question Guide Supplement** is to provide:

- » A **Self-Assessment Evaluation Questionnaire for other Board Committees** that can be circulated to committee members and completed in soft copy; avoiding the time and effort of sourcing and formatting an alternative solution, and,
- » An **introduction to the questionnaire**, that includes a **summary description** of how it can be administered.



Who is this One Question Guide aimed at?

This One Question Guide Supplement aims to support the Secretary to the Board in ensuring that all committees of the Board have completed a self-assessment evaluation.

Other relevant One Question Guides?

- » **Guide #1 Board Self-Assessment Evaluation.**
- » **Supplement to Guide #1 Checklist for Effectiveness of Audit and Risk Committees.**

Contents

Self-Assessment Evaluation Questionnaire for Board Committees

- 1 **Introduction** to Board and Committee Evaluation and the *Code of Practice for the Governance of State Bodies* 3
- 2 **Summary** of a process for administering the *Self-Assessment Evaluation of Board Committees* (STAGES 1-10) 4

Appendix

Checklist

- Self-Assessment Evaluation Questionnaire for Board Committees 6

The following image is for illustrative purposes only, the *Self-Assessment Evaluation Questionnaire for Board Committees* is available for download as part of this One Question Guide Supplement.

The screenshot displays a questionnaire interface with a dark blue header titled "Self-Assessment Evaluation Questionnaire for Board Committees". The content is organized into sections: "SUPPORT FOR THE COMMITTEE" and "MEETINGS OF THE COMMITTEE".

- Q.4** The committee has adequate resources (for example, budget, people) to support its function. This question is followed by a 5-point Likert scale with options: 1 Strongly Disagree, 2 Disagree, 3 Neither Agree nor Disagree, 4 Agree, and 5 Strongly Agree.
- Q.5** The committee has the respect and support of key stakeholders within the organisation. This question is followed by a 5-point Likert scale with the same options as Q.4.
- Q.6** Meetings are held regularly and with appropriate frequency. This question is followed by a 5-point Likert scale with the same options as Q.4.

Red lines connect the question text to the corresponding Likert scale. At the bottom, two red boxes are labeled "QUESTIONS ASKED IN THE CHECKLIST" and "AREAS FOR RATINGS".

CHAPTER ONE

Introduction to Board and Committee Evaluation and the *Code of Practice for the Governance of State Bodies*

The Code of Practice for the Governance of State Bodies

In 1992 the Irish Department of Finance published *State Bodies Guidelines*. These were the first corporate governance guidelines provided to state bodies. They were updated in 2001 and 2009. The revised *Code of Practice for the Governance of State Bodies* was published by the Department of Public Expenditure and Reform (DPER) in 2016. It is more detailed and comprehensive than the guidelines that it replaces. The Code applies to commercial and non-commercial State bodies and to their subsidiaries. These bodies are required to confirm to their relevant Minister that they comply with The Code both in their practices and in their procedures (The Code, p.5).

The Connection between Committee Self-Assessment Evaluation and The Code

Under part 4 of The Code, Board Effectiveness, the following reference is made to self-evaluation:

In addition to requiring the monitoring and disclosure of corporate governance practices on a regular basis, the Board should undertake an annual self-assessment evaluation of its own performance and that of its committees. An external evaluation proportionate to the size and requirements of the State body should be carried out at least every 3 years (The Code, 4.6, p. 25).

The Code provides a model questionnaire for the self-evaluation of the Board (the subject of Guide #1 Board Self-Assessment Evaluation) and the Audit and Risk Committee (the subject of Supplement to Guide #1 *Checklist for Effectiveness of Audit and Risk Committees*). It doesn't, however, provide a model questionnaire for the self-evaluation of other Board committees. This supplement addresses this gap.

A Note on Symbols

This supplement includes the following symbols:



The 'tip symbol' is used to indicate the availability of additional advice.

CHAPTER TWO

Summary of a process for administering the *Self-Assessment Evaluation of Board Committees* (STAGES 1-10)

One Question Guide #1 *Board Self-Assessment Evaluation* provides a detailed model for carrying out a Board self-evaluation and tips for how to address some of the questions that can arise. As a supplement to that guide, this model has been summarised and adapted below to support the administration of the *Self-Assessment Evaluation of Board Committees*. Included in this summary are additional stages (stages 7 and 8) which cover the subsequent drafting and submission of an agreed report to the Board.

The summary model proposed for administering the *Self-Assessment Evaluation of Board Committees* consists of 10 stages. These stages are preceded by the Secretary of the Board meeting with the Chair and Secretary of the Committee(s) and briefing them on the purpose of the self-evaluation exercise; when and how the self-evaluation should be undertaken; and in what form the outcomes should be reported to the Board. The 10 stages are:

- STAGE 1** Supported by the Chair, the Secretary of the Committee briefs members on the purpose of the self-evaluation exercise; how it is connected to the organisation's compliance with the *Code of Practice for the Governance of State Bodies*; and the value for individual members and the collective committee of completing the process (including increasing their confidence that their governance duties are being fulfilled comprehensively and effectively).
- STAGE 2** The Secretary of the Committee circulates the *Self-Assessment Evaluation Questionnaire* to committee members via email and requests that members save the document to their devices. The members can then complete the questionnaire by tapping or selecting their responses to each question (on a scale of 1-5) and including any comments or suggested actions. The completed questionnaire is then emailed back to the Secretary of the Committee.
- STAGE 3** The Secretary of the Committee collates the responses of the Committee members, along with any comments or actions noted. **TIP»**
- STAGE 4** The Secretary of the Committee circulates a report of the collated responses to the Chair and members of the Committee for discussion and alerts the Chair of any significant issues or deficiencies that have arisen.
- STAGE 5** Led by the Chair of the Committee, and supported by the Secretary of the Committee, the Committee members discuss the report and any actions necessary to improve the effectiveness of the committee.

- STAGE 6** Where actions have been identified, these are recorded by the Secretary of the Committee in a plan that includes the party responsible for carrying out each action, and the agreed timeframe for completion.
- STAGE 7** The Secretary of the Committee drafts a report to the Board confirming that the Self-Assessment Evaluation has been administered; providing a summary of the process; and setting out the key outcomes, including any actions identified.
- STAGE 8** The Committee approves this report and the Secretary of the Committee submits it to the Secretary of the Board who, in turn, places it on the Board agenda for review and refers to the Committee any feedback from the Board following its deliberations.
- STAGE 9** Monitoring progress against the agreed action plan for improvement is subsequently included as an on-going agenda item for Committee meetings.
- STAGE 10** The Self-Assessment Evaluation of committees is administered a year later following a similar process. When undertaking this exercise for a second or further time, it's important to compare the responses with those of the year before and to draw conclusions on the impact of the improvement actions undertaken. Equally, these observations should be communicated to the Board.



COLLATING COMMITTEE RESPONSES

As discussed in Guide #1 *Board Self-Assessment Evaluation*, the self-evaluation process is about identifying how performance can be improved, but it is also about establishing member views on what is currently working. It is important when analysing the responses to the Committee questionnaire, to capture that detail, and to compare member perceptions of effective practice.

APPENDIX

The following appendix is available for download as part of this supplement.

Questionnaire

Self-Assessment Evaluation Questionnaire for Board Committees

Self-Assessment Evaluation Questionnaire for Board Committees

To be completed by the Chairperson and each Committee member.

Scoring is as follows (select a score by clicking or tapping).
Space is also provided for comments and to identify any actions required.

1 2 3 4 5
Strongly Disagree Disagree Neither Agree nor Disagree Agree Strongly Agree

ONE GUIDES #1 Supplement Self-Assessment Evaluation Questionnaire for Board Committees

Name of Organisation

Name of Committee

Role on the Committee
 Chairperson
 Non-Executive External Member
 Other

Period of assessment
Year ending 31st December [year]

No of years serving on the Committee
From [month] [year] To [month] [year]
How many years in term
What year in the term

ONE GUIDES #1 Supplement Self-Assessment Evaluation Questionnaire for Board Committees

GOALS AND PURPOSE OF THE COMMITTEE

Q.1 I have a good understanding of the Committee's goals and purpose.

1 2 3 4 5
Strongly Disagree Disagree Neither Agree nor Disagree Agree Strongly Agree

Q.2 The Committee's terms of reference are clear.

1 2 3 4 5
Strongly Disagree Disagree Neither Agree nor Disagree Agree Strongly Agree

Q.3 The Committee's terms of reference are appropriate to its mission.

1 2 3 4 5
Strongly Disagree Disagree Neither Agree nor Disagree Agree Strongly Agree

ONE GUIDES #1 Supplement Self-Assessment Evaluation Questionnaire for Board Committees

ONE? GUIDES

Making the complicated simple

