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Entry Level Board Survey

Sample Organisation Board Effectiveness Report

November, 2024

Benchmarking Board Performance

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Introduction

Purpose of this Report

The purpose of this Board Effectiveness Report with limited reporting (this “Limited Report”) is to form the basis upon which your Board can enhance its effectiveness. It highlights areas of strength and areas where improvements can be made. It also acts as a baseline against which to measure the impact of initiatives that will increase board effectiveness and ultimately, organisational performance.

Please Contact Us if you would like to purchase the full report or would like one of our global experts to advise you how to interpret and act on this Limited Report.

Inherent limitations of this Report

This Report reflects the perceptions of your respondents who participated in the Survey during the period leading up to the date of this Limited Report. No steps have been taken by us to verify the accuracy or completeness of the responses of any individual respondents. This Limited Report and the Survey upon which it is based, by themselves, do not constitute a comprehensive review of the effectiveness of the board.

Third party reliance

This Limited Report is intended for your Board's sole and exclusive use and must not be used for any other purpose or distributed to any other party without our prior written consent. This Limited Report has been prepared in accordance with our standard terms and conditions. Our organisation, its directors, members, employees, agents and representatives each expressly exclude all responsibility or liability arising in any way from reliance placed by a third party on this Limited Report. Any such reliance is solely at the risk and responsibility of that third party.

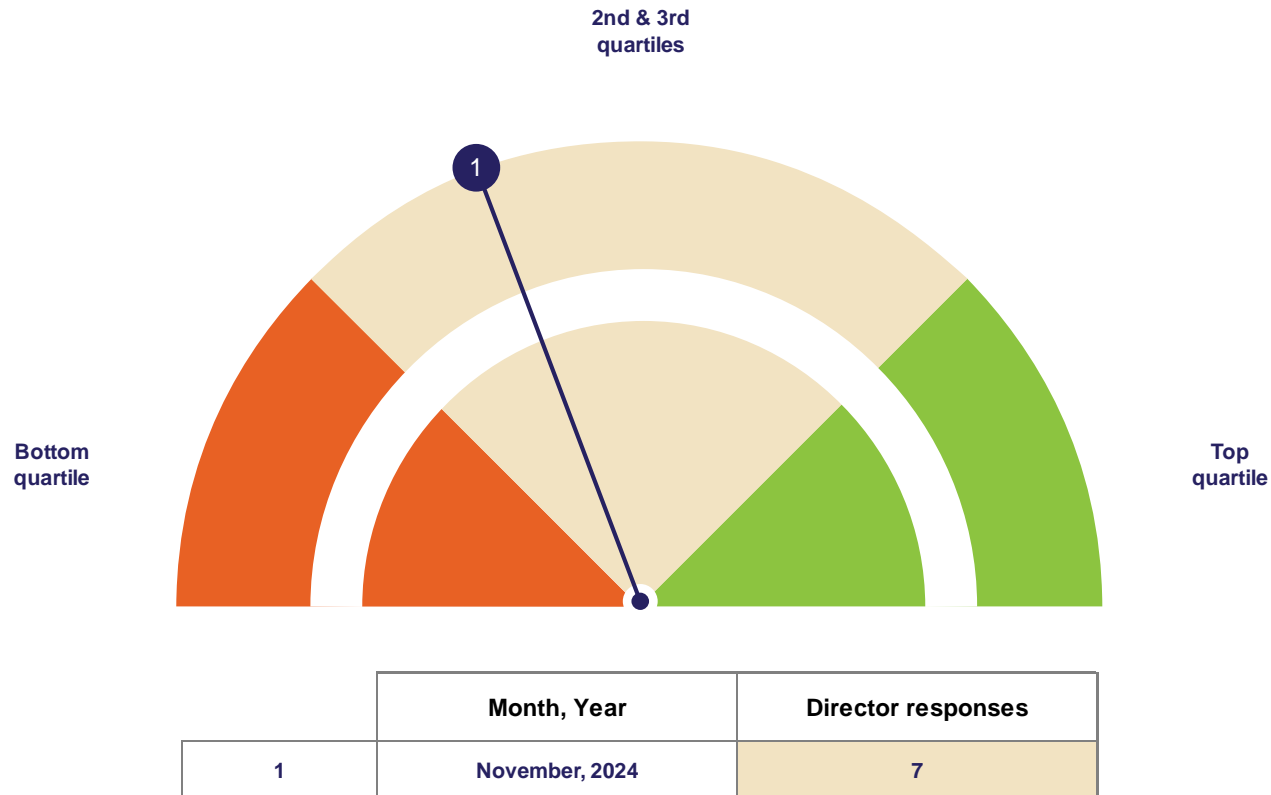
Terminology

The same terminology used in the survey is also used in this report.

| Terminology | Description |
|-------------|--|
| Board | Board, General Committee, Committee, Council |
| Chair | Chair, Chairman, President, Chancellor |
| Director | Director, Board Member, General Committee Member, Committee Member, Council Member |
| CEO | CEO, Executive Director, General Manager, Vice-Chancellor, Principal |
| Committee | Committee, Sub-Committee |

1. Overall benchmarking of your board

This section shows how the overall responses of your directors are benchmarked against the overall responses of directors of comparable boards in our database. Section 2 shows you how your board is benchmarked against comparable boards in each of the important factors of a board's effectiveness.



Legend: ● Bottom quartile ● 2nd and 3rd quartiles ● Top quartile **Note:** The benchmarking is explained in section 6

2. Benchmarking of each effectiveness factor

This scan shows how your board is benchmarked against comparable boards in each of the four WhatWhoHowDo™ framework dimensions and in each of the following important factors of a board's effectiveness. Section 4 shows you how your board is benchmarked against comparable boards in relation to each survey item that comprises each important factor of a board's effectiveness.

| | Nov 2024 |
|--|-----------------------|
| What | |
| 1. Board Role Clarity Index | Top quartile |
| Who | |
| 2. Board Composition and Renewal Index | 2nd and 3rd quartiles |
| How – Board Processes | |
| 3. Chair leadership | Bottom quartile |
| 4. Performance management of the Board | 2nd and 3rd quartiles |
| 5. Boardroom dynamics | Top quartile |
| 6. Board/CEO relationship | 2nd and 3rd quartiles |
| 7. Board/Management relationship | 2nd and 3rd quartiles |
| 8. Information management | 2nd and 3rd quartiles |
| Board Processes Index | 2nd and 3rd quartiles |

| | Nov 2024 |
|--|-----------------------|
| Do – Board Tasks | |
| 9. Purpose and strategy | 2nd and 3rd quartiles |
| 10. Board priorities | Bottom quartile |
| 11. Organisational culture and integrity | Bottom quartile |
| 12. Governance of risk and compliance | 2nd and 3rd quartiles |
| 13. Continuous improvement | 2nd and 3rd quartiles |
| 14. Adds organisational value | 2nd and 3rd quartiles |
| Board Tasks Index | 2nd and 3rd quartiles |
| Sample Organisation Board Effectiveness Index | 2nd and 3rd quartiles |

Legend: Bottom quartile 2nd and 3rd quartiles Top quartile **Note:** The benchmarking is explained in section 6

3. Highest and lowest rated survey items (first 3 of the 5 only)

This section shows the three highest and lowest rated survey items, based on their benchmarking. It also shows the profile of director responses to each survey item on the 1 to 7 survey response scale where 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = neither agree or disagree, 5 = slightly agree, 6 = agree and 7 = strongly agree. Responses of 8 = Don't know, have been excluded from this Report.

Highest rated survey items (highest first)

| | Survey item | Director Responses | | | | | | |
|-----|--|--------------------|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 1.2 | The Board has appropriate documentation of its roles and responsibilities (e.g., an up to date Board Charter that includes the responsibilities of the Board, Chair and individual directors). | - | - | - | - | - | 2 | 5 |
| 5.1 | The Board works constructively as a team (i.e., through collegial, productive working relationships that foster trust and respect). | - | - | - | - | - | 2 | 5 |
| 2.2 | New directors receive a comprehensive induction. | - | - | - | - | 2 | 3 | 2 |

Lowest rated survey items (lowest first)

| | Survey item | Director Responses | | | | | | |
|------|---|--------------------|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11.3 | The Board ensures that the organisation's relationships with its main stakeholders are managed well (including receiving appropriate information in relation to its employees, members, customers, suppliers, and the local community). | - | 1 | 2 | 1 | 1 | 2 | - |
| 11.4 | The Board ensures that effective governance procedures are in place to protect the rights of its main stakeholders (i.e. employees, customers and suppliers). | - | - | - | 2 | 2 | 2 | 1 |
| 11.2 | The Board has effective processes for actively managing any actual and perceived conflicts of interest. | - | - | - | 2 | 1 | 3 | 1 |

Additional information in the full report

This Limited Report only includes the three highest and lowest rated survey items, based on their benchmarking. The full report includes the five highest and lowest rated survey items, based on their benchmarking.

Legend: ● Bottom quartile ● 2nd and 3rd quartiles ● Top quartile **Note:** The benchmarking is explained in section 6

4. Benchmarking of each survey item (1st of the 14 factors only)

This section shows the benchmarking and the profile of director responses to each survey item where 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = neither agree or disagree, 5 = slightly agree, 6 = agree and 7 = strongly agree. Responses of 8 = Don't know, have been excluded from this Report.

Board role clarity

| | Survey item | Director Responses | | | | | | |
|---------------------------|--|--------------------|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 1.1 | All Directors demonstrate a clear understanding of their role (including how it differs from the role of management). | - | - | - | - | 1 | 5 | 1 |
| 1.2 | The Board has appropriate documentation of its roles and responsibilities (e.g., an up to date Board Charter that includes the responsibilities of the Board, Chair and individual directors). | - | - | - | - | - | 2 | 5 |
| Board role clarity | | | | | | | | |

Additional information in the full report

This Limited Report only includes the relevant benchmarked survey items for the first of the 14 factors of effectiveness included in Section 2. The full report includes the relevant benchmarked survey items in relation to all 14 factors.

5. Written responses to the questions (first 2 of the 4 question only)

Please advise the three main strengths of the Board.

- Written comment ...
- Written comment ...
- Written comment ...
- Written comment ...
- Written comment ...
- Written comment ...
- Written comment ...
- Written comment ...
- Written comment ...
- Written comment ...
- Written comment ...

Please provide three suggestions to increase the Board's effectiveness.

- Written comment ...
- Written comment ...
- Written comment ...
- Written comment ...
- Written comment ...
- Written comment ...
- Written comment ...
- Written comment ...
- Written comment ...
- Written comment ...
- Written comment ...

5. Written responses to the open questions

Additional information in the full report

This Limited Report only includes the written responses to the first two open questions. The full report also includes the written responses to the next two open questions which were as follows:

- What 3 or 4 matters should the board prioritise over the next 12 months to add the most value to the organisation into the future?
- Please advise what you consider to be the 3 biggest risks to the organisation's future success, including to the delivery of its strategic plan.

6. How to interpret this Limited Report and next steps

This section provides you with advice on how to interpret and act on your Limited Report. It also includes next steps and other useful information.

Purchase the full report

Whilst this Limited Report is extensive it did not include the following reporting which is included in the full report.

- The full report includes the five highest and lowest rated survey items, based on their benchmarking in Section 3. This Limited Report only includes the three highest and lowest.
- The full report includes the relevant benchmarked survey items in relation to all 14 factors of a board's effectiveness in Section 4. This Limited Report only includes the first factor.
- The full report includes the written responses to all four two open questions in Section 5. The Limited Report only included written responses to the first two open questions.

To purchase the full report please Contact Us.

How the benchmarking works

Your Limited Report includes benchmarking in three main areas.

- Overall benchmarking of your board included in Section 1.
- The key factors of effectiveness included in Section 2.
- The benchmarking of each survey item included in Section 4.

Items, factors and overall effectiveness is shown by colour coding as being in the bottom quartile (red), the 2nd and 3rd quartile (beige) or the top quartile (green).

If the average response of your directors to a survey item is sufficiently below the average response of directors of comparable boards your board will be rated in the bottom quartile and will be assigned the colour red in relation to that survey item. If the average response of your directors to another survey item is sufficiently above the average response of directors of comparable boards your board will be rated in the top quartile and will be assigned the colour green in relation to that survey item.

The average response of directors in relation to each survey item differs. Some survey items are much easier to agree with and therefore have a higher average response than other survey items. Conversely, other survey items are much harder to agree with and therefore have a lower average response. This means that there can be different benchmarking for different survey items even if both survey items have the same profile of director responses. It also means that a better looking profile of director responses will not always be associated with a more desirable colour.

If there are one or more outliers in relation to a survey item (ie. with one or more directors more negative than most other directors) those outliers are likely to drag down the average director response. This often results in the relevant item being rated in the bottom quartile and being shown with the colour red.

Our WhatWhoHowDo™ framework

This Limited Report uses the world recognised WhatWhoHowDo™ framework of board effectiveness. The extensive research involved in developing the most important factors of a board's effectiveness is set out in research articles included on Board Benchmarking's website.

Our global network of advisory experts

If you would like one of our global network of experts to advise you on how to interpret and act on this Limited Report please contact us.

Articles, research and insights

There are numerous additional articles, research papers and insights on our website that will help you interpret and act on this Limited Report and become a better board. If you would like to subscribe to receive our insights on a regular basis please do so on our website.