



The Governance Development Resource Pack

Your role as a board or management committee member



QUESTIONNAIRE FOR INDIVIDUALS

How to use this questionnaire

This exercise is for individual members of a board or management committees. It is designed to assist you to review your strengths and weaknesses as a board or management committee member and then identify programs and resources that may help you in developing the skills and knowledge that will help you in your role.

To complete the questionnaire, work through each group of questions and then add up the total amount for that section.

Under each section of questions is a feedback box divided into three sets of 'score' ranges. Check where your total amount falls in the range and read the suggestions provided for that range.

Where the feedback indicates that you may benefit from development in a particular area of skills and knowledge, a program from the Governance Resource Pack is suggested and a link to that program is provided.

These programs are designed for boards or management committees to complete as a group. However, you may also use them as reading and resource material for your own development.

Other specific information resources may also be suggested, and these are available on the Queensland Management Support Online (QLD MSO) website and a direct link is provided. QLD MSO (www.managementsupportonline.com.au) is a free service for Queensland NGOs, but users are required to register and receive a password. A link to the registration page will appear automatically when you go to the website address.



Section one: Roles and responsibilities

Please answer the following questions by ticking the response that most closely fits with your answer.

ROLES AND RESPONSIBILITIES AS A BOARD OR COMMITTEE MEMBER					
	Strongly agree 5	Agree 4	Neither agree nor disagree 3	Disagree 2	Strongly disagree 1
I am confident that I fully understand the roles and responsibilities of board or committee members.					
I am confident that I understand how board or committee members relate to the manager or coordinator and can describe the relationship between board or committee and this senior staff position.					
I am confident that I understand how board or committee members relate to paid staff and can describe the respective roles of board or committee members and paid staff.					
I can describe my skills and expertise relevant to the governance role.					
I can describe the range of skills and knowledge that are needed on a board or committee to enable it to perform its role.					
Overall, I am confident and capable in my role on the board or committee.					
I am confident to take on a fair share of board or committee business and related work within my areas of expertise.					
I follow through on my work for the board or committee with diligence and complete tasks on time.					
I read the board or committee minutes of the previous meeting and prepare for the next meeting ahead of time.					
I attend the majority of board or committee meetings.					
I arrive at board or committee meetings on time.					
I actively participate in board or committee meetings by discussing agenda items and related issues, asking questions, expressing opinions and making decisions.					
I refer to and draw on information and advice received from the manager or coordinator or paid staff to inform my decisions made in board or committee meetings.					



I have read, understood and follow the organisation's code of conduct or code of ethics.					
I maintain appropriate confidentiality about the organisation's information and the board or committee's deliberations.					
I am confident that I act ethically as a member of the board or committee.					
I am confident about what action to take if a conflict of interest arises in board or committee business for me or other committee members.					
I believe that I am an effective member of the board or committee.					
Totals for each column					
Add up the totals of the columns for your final total					





Feedback for Section one: Roles and responsibilities

Compare the amount in your final total with the number ranges below. Check where your total amount falls in the range and read the suggestions provided for that range.

If your total is between:	Suggested follow-up
66–90	You appear to be quite confident in your skills and knowledge and to not need any development in this area.
42–65	You have some confidence in your skills and knowledge in this area, but the suggested program may assist you to strengthen existing skills and attend to any gaps in knowledge.
18–41	You are not confident in your skills in this area. The suggested program will help you to gain basic skills and knowledge you need.
Suggested program and resources	<p>Program: <i>Governance and the role of a board or management committee</i></p> <p>Other resources: <u>'Skill building: Boards and committees of management'</u></p>



Section two: Providing leadership

Please answer the following questions by ticking the response that most closely fits with your answer.

Providing leadership					
	Strongly agree 5	Agree 4	Neither agree nor disagree 3	Disagree 2	Strongly disagree 1
I can describe the broad goals of the organisation and how the organisation works towards these goals.					
I am confident that I understand the broad needs of the clients or service users of the organisation and how the organisation operates to serve their needs.					
I understand the particular social and economic issues that impact on the organisation's client or target group.					
In planning and setting future directions of the organisation I am confident that I understand how to take into account information on community needs.					
In planning and setting future directions of the organisation I am confident that I understand the current and future operating environment of the organisation and how this will impact on the organisation's business and activities.					
When participating in planning exercises with board or committee members and staff I will always consider the resourcing implications of any future planned activities.					
I can describe how decisions are made by the board or committee, and how these are implemented and documented.					
During board or committee meetings I check that actions have been undertaken within agreed timeframes and that outcomes are reported to the meeting.					
I am confident that I bring new ideas to the organisation as a member of the board or committee.					
Totals for each column					
Add up the totals of the columns for your final total					



Feedback for Section two: Providing leadership

Compare the amount in your final total with the number ranges below. Check where your total amount falls in the range and read the suggestions provided for that range.

If your total is between:	Suggested follow-up
34–45	You appear to be quite confident in your skills and knowledge and to not need any development in this area.
21–33	You have some confidence in your skills and knowledge in this area, but the suggested program may assist you to strengthen existing skills and attend to any gaps in knowledge.
9–20	You are not confident in your skills in this area. The suggested program will help you to gain basic skills and knowledge you need.
Suggested program and resources	<p>Program: <i>Organisational planning</i></p> <p>Other resources: Resources under ' <u>Planning</u> ' on QLD MSO</p>



Section three: Accountability

Please answer the following questions by ticking the response that most closely fits with your answer.

Accountability					
	Strongly agree 5	Agree 4	Neither agree nor disagree 3	Disagree 2	Strongly disagree 1
I can describe the process that the board or committee uses to monitor the organisation's operations.					
I am confident that I have an accurate understanding of how well the organisation is performing.					
I understand the information provided to the board or committee in reports.					
I am able to ask questions about information presented to the board or committee.					
I am confident that I can assess whether the organisation's operations and practices are consistent with the organisation's constitution.					
I am confident that I can assess the quality of services and activities being provided by the organisation.					
I am confident that I can assess the performance of the senior staff (manager or coordinator) of the organisation.					
Totals for each column					
Add up the totals of the columns for your final total					



Feedback for Section three: Accountability

Compare the amount in your final total with the number ranges below. Check where your total amount falls in the range and read the suggestions provided for that range.

If your total is between:	Suggested follow-up
26–35	You appear to be quite confident in your skills and knowledge and to not need any development in this area.
17–25	You have some confidence in your skills and knowledge in this area, but the suggested program may assist you to strengthen existing skills and attend to any gaps in knowledge.
7–16	You are not confident in your skills in this area. The suggested program will help you to gain basic skills and knowledge you need.
Suggested program and resources	Program: <i>Governance delegations, monitoring and reporting</i> Other resources: Resources under ' Performance management ' on QLD MSO



Section four: Monitoring and safeguarding — risk management and compliance

Please answer the following questions by ticking the response that most closely fits with your answer.

Monitoring and safeguarding — risk management and compliance					
	Strongly agree 5	Agree 4	Neither agree nor disagree 3	Disagree 2	Strongly disagree 1
I am confident that I can identify areas of potential risk to the organisation.					
I can describe how the board or committee reviews areas of risk and how risks are managed by the organisation.					
I am confident that should a critical incident happen or crisis arise that I could assist the organisation to deal with it effectively and efficiently.					
I am confident that I can identify the applicable areas of law covering the incorporation, regulation, governance and management of the organisation.					
I am confident that I understand my personal legal responsibilities under the relevant incorporation legislation and comply with these.					
As a member of the board or committee I ensure that all contractual arrangements are properly approved.					
Totals for each column					
Add up the totals of the columns for your final total					



Feedback for Section four: Monitoring and safeguarding — risk management and compliance

Compare the amount in your final total with the number ranges below. Check where your total amount falls in the range and read the suggestions provided for that range.

If your total is between:	Suggested follow-up
23–30	You appear to be quite confident in your skills and knowledge and to not need any development in this area.
14–22	You have some confidence in your skills and knowledge in this area, but the suggested program may assist you to strengthen existing skills and attend to any gaps in knowledge.
6–13	You are not confident in your skills in this area. The suggested program will help you to gain basic skills and knowledge you need.
Suggested program and resources	Program: <i>Risk management; Ensuring legal compliance</i> Other resources: Resources under ' Risk management ' on QLD MSO



Section five: Monitoring and safeguarding — financial management and budgets

Please answer the following questions by ticking the response that most closely fits with your answer.

Monitoring and safeguarding — financial management and budgets					
	Strongly agree 5	Agree 4	Neither agree nor disagree 3	Disagree 2	Strongly disagree 1
I can describe the board or committee's financial management role, responsibilities and reporting procedures.					
I am confident that all acquisitions and the disposal of assets are approved in line with the organisation's existing plans, budgets and approved procedures.					
I can describe the role and responsibilities of the treasurer and book keeper.					
I can describe the process for developing the organisation's budget.					
I can read and understand financial reports.					
I am confident to ask questions about the organisation's current financial position or transactions.					
I can recognise where and when specialist advice is needed to assist the board or committee in its financial decision making.					
Totals for each column					
Add up the totals of the columns for your final total					



Feedback for Section five: Monitoring and safeguarding — financial management and budgets

Compare the amount in your final total with the number ranges below. Check where your total amount falls in the range and read the suggestions provided for that range.

If your total is between:	Suggested follow-up
26–35	You appear to be quite confident in your skills and knowledge and to not need any development in this area.
17–25	You have some confidence in your skills and knowledge in this area, but the suggested program may assist you to strengthen existing skills and attend to any gaps in knowledge.
7–16	You are not confident in your skills in this area. The suggested program will help you to gain basic skills and knowledge you need.
Suggested program and resources	<p>Program: <i>Financial management for boards and management committees</i></p> <p>Other resources: Resources under 'Financial management' on QLD MSO</p>