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OF MANAGEMENT & SCIENCES

Adding Value through Good Governance and Management Self-Assessment Process

Approved by: Academic/Quality Assurance Board



Mont Rose College will ensure, on an annual basis, that it assesses its own collective and individual performance. The method of assessment is the decision of the Board of Governors and Academic/ Quality Assurance Board, and may vary from year to year according to its identified needs and priorities, but in assessing its performance it will assure itself that:

- The board is able to make timely strategic decisions
- The board is able to monitor and hold senior management to account for the achievement of business objectives
- The integrity of reported information is ensured
- College control systems and financial management are robust
- Risks are proactively managed
- The appropriate skills mix exists both on the board and at senior management level
- Succession planning is in place, for both governors and senior staff
- The board is fulfilling its statutory and regulatory responsibilities.



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Self-Assessment Templates
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All forms are designed for electronic completion and submission

Contents

- **Individual performance review**

- Chair’s performance review
- College performance review
- Boards and Committees performance review
- Skills and Experience Audit



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 Individual Performance Review
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| | |
|--|------------------------------------|
| SECTION 1 - PERSONAL DETAILS and KEY INDICATORS | |
| Name: | Appraiser: |
| Category of membership: | Term of office expiry date: |

| | |
|-------------------------|-----------------------------------|
| Membership term: | Number of terms in office: |
| Office/s held: | Committee membership/s: |

| Attendance (academic year to date of review) | % |
|---|----------|
| % Board of Governors | |
| % Academic/ Quality Assurance Board | |
| % of relevant Committees | |
| % | |

Commitment to the role:

Members are invited to comment on any attendance issues below:

SECTION 2 - PERSONAL REVIEW

To be completed by members in advance of their meeting with the Chair

Registered Interests: *Members are invited to comment on any conflict of interest they have experienced in the last year in their role as a governor and how such conflict has been resolved*

Committee membership performance

How effectively do you feel that you have contributed to the work of the committees of which you are a member in the last twelve months?

Please use the space below to identify one or two examples that demonstrate the value you feel that you have added to the work of the committees which you are a member of

Offices held:

How effectively do you feel your performance has been in the office (or offices) you hold?

Please use the space below to identify one or two examples that demonstrate your effectiveness in this role/s

SECTION 3 – TRAINING AND DEVELOPMENT

To be completed by members in advance of their meeting with the Chair

Members are invited to comment briefly below on any areas which they feel that they as an individual, or the board/ committee collectively, would benefit from further training and development.

SECTION 4 – BOARD PERFORMANCE

To be completed by members in advance of their meeting with the Chair

Members are invited to briefly highlight their view of the strengths of the Board's performance in the last year and any areas of improvement for the future, to aid discussion with the Chair. This may include any strengths in the board's performance or governance framework that they regard as critical to its success and any issues members feel have arisen in the past year which has caused them concern, e.g. relating to the board's adherence to its collective responsibility, meeting behaviours, confidentiality issues, etc.

SECTION 5 –CONTINUOUS IMPROVEMENT

To be completed by members in advance of their meeting with the Chair

Looking forward over the next 12 months, how do you think you can make a difference to the effectiveness of the Board of Governors/ Academic/ Quality Assurance Board, and how would you like to see the board/ committee develop?

SECTION 6 –SUMMARY

This section will be completed by the Chair following the review meeting

Summary of

- the review discussion
- actions to be taken forward with or on behalf of the member e.g. individual training and development comments to be taken forward in the Chair's report Committee
- any other actions to be taken forward e.g. to the Principal, /or the Chair of Board of Governors and Academic/Quality Assurance Board

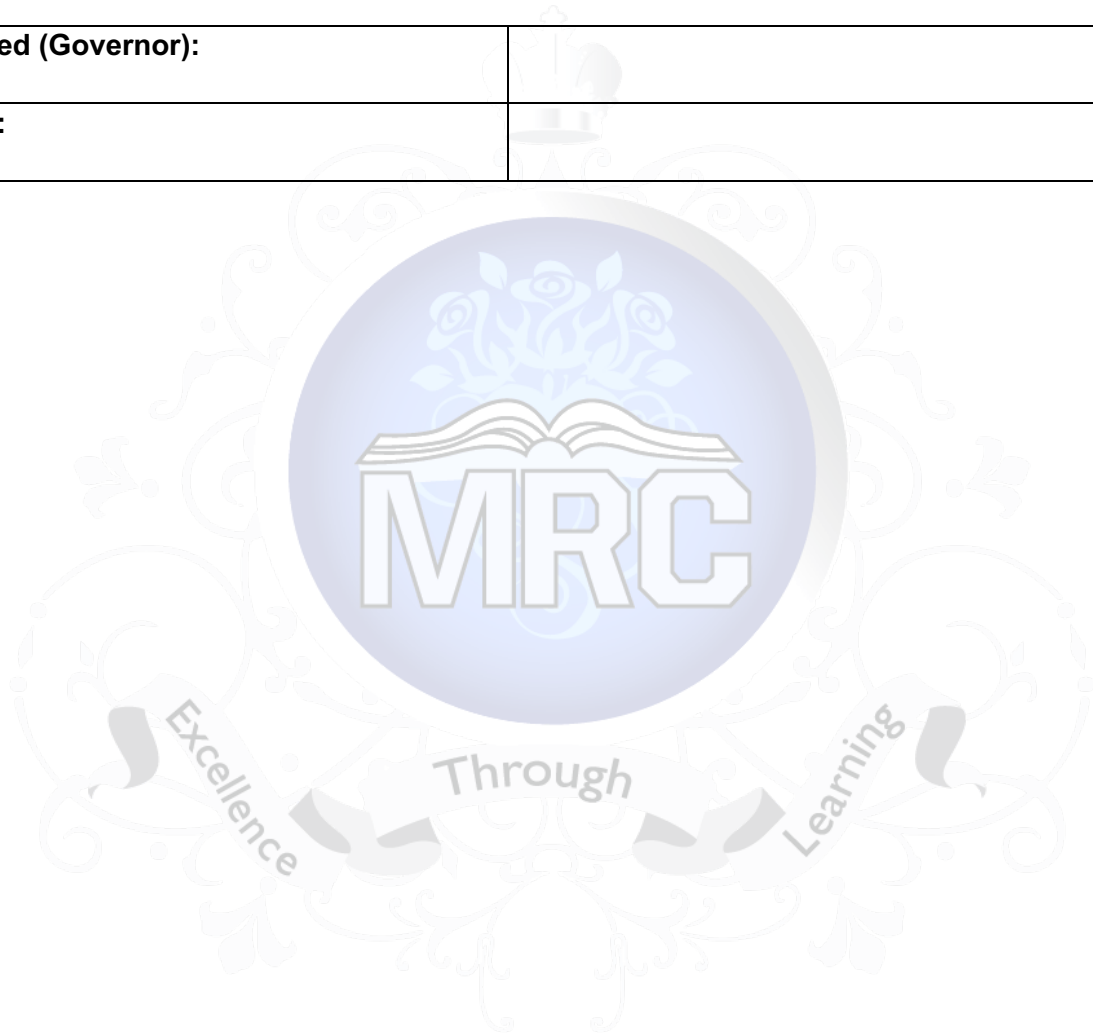
Chair's summary:

On completion of Section 6, this form should be electronically signed by the Chair and returned to the member, who will electronically sign the form and return it to the Chair.

Signed (Chair):

| | |
|--------------|--|
| | |
| Date: | |

| | |
|---------------------------|--|
| Signed (Governor): | |
| Date: | |



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CHAIR'S PERFORMANCE REVIEW

Purpose: to assess the Chair's performance of every board and committee

1. Strategic Leadership

1.1 How effectively does the Chair ensure that the College is well informed about major strategic issues (including legislative changes, and the local and national environment and initiatives) that may impact upon the success of the College and the achievement of its strategic objectives?

Please use the space below to identify one or two examples that support your statement

1.2 How effectively does the Chair ensure that the College has set strategic objectives that articulate the College's vision and ethos?

Please use the space below to identify one or two examples that support your statement

1.3 How effectively does the Chair ensure the strategic monitoring of College performance against its objectives?

Please use the space below to identify one or two examples that support your statement

1.4 How effectively does the Chair promote the interests of the College and represent the college at meetings, conferences, etc.?

Please use the space below to identify one or two examples that support your statement

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2. Leadership of Meetings and Board Behaviour

2.1 How effectively does the Chair ensure that there is enough time for debate at meetings, and that members are able and encouraged to participate in discussions?

Please use the space below to identify one or two examples that support your statement

2.2 How effectively does the Chair deal with any issues that may be described as 'group dynamics' e.g. embracing and encouraging discussion of diverse views, managing any arising group tensions during discussions and dominant member contributions at the expense of enabling contribution by all members, and finally reaching a corporate consensus?

Please use the space below to identify one or two examples that support your statement

2.3 How effectively does the Chair ensure that board papers are received with sufficient time for members to read them prior to meetings and that the content of papers enables members to fulfil their strategic leadership and monitoring role?

Please use the space below to identify one or two examples that support your statement

3. Continuous Improvement of Board Performance

How effectively does the Chair ensure that board membership is reviewed and refreshed, that the board has the necessary skills amongst its members for it to fulfil its role and responsibilities, and that succession plans are in place and acted upon?

Please use the space below to identify one or two examples that support your statement

Boards and Committees Performance Review

1. Governance structure

1.1 Are you assured that the current composition of the relevant board and committee enables effective Governance, and that the range of skills and experience effectively enables the work of the board?

Please use the space below to identify one or two examples that support your statement

1.2 Does the contribution of the managers present at meetings enable and assist in effective governance and management? If so how; if not, why not?

Please use the space below to identify one or two examples that support your statement

1.3 How effective is the board's and committee's evaluation of its performance?

Please use the space below to identify one or two examples that support your statement

2. Strategic vision and strategy creation

2.1 Does the board engage appropriately and effectively in the creation of key College strategies, enabling every member's input into strategy creation and, ultimately their effective monitoring of the strategic outcomes?

Please use the space below to identify one or two examples that support your statement

2.2 How well informed is the board about the labour market needs of its local community, and how effectively has the board considered and set out what it believes those needs are and to what extent it will seek to meet them?

Please use the space below to identify one or two examples that support your statement

3. Board behaviour

3.1 How strong is the climate of trust and transparency amongst members?

Please use the space below to identify one or two examples that support your statement

3.2 How effective are members at showing respect for each other?

Please use the space below to identify one or two examples that support your statement

3.3 How effectively do members coherently challenge one another's viewpoints and conclusions and do they demonstrate a willingness to adjust their interpretation and viewpoints in response to the views and questions of others?

Please use the space below to identify one or two examples that support your statement

3.4 Do members effectively and willingly engage in all aspects of the board's business, embracing their corporate responsibilities for the whole College performance?

Please use the space below to identify one or two examples that support your statement

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4. Board decision making

4.1 How effectively do members provide strategic insight into College decisions?

Please use the space below to identify one or two examples that support your statement

4.2 How effective is the board at making decisions?

Please use the space below to identify one or two examples that support your statement

5. Board responsibilities

5.1 How effectively does the board/ committee ensure the effective and efficient use of resources and ensure achievement of the strategic objectives?

Please use the space below to identify one or two examples that support your statement

5.2 Is the board/ committee kept effectively appraised of the key risks and challenges facing the College and does the board give effective consideration to those risks in its strategic decision making?

Please use the space below to identify one or two examples that support your statement

5.3 How effectively does the board/ committee monitor the progress and achievement against key performance indicators to provide board/ committee assurance on continuous improvement in the quality of the learner experience e.g. applications and enrolment; the quality of teaching and learning, learner attendance learner retention, achievement and success, learner complaints?

Please use the space below to identify one or two examples that support your statement

5.4 How effectively does the board/ committee ensure that the College engages with and is accountable to its key stakeholders i.e. learners, staff, employers and the community?

Please use the space below to identify one or two examples that support your statement

5.5 How effectively does the board/ committee monitor and ensure that the College fulfils its legal responsibilities for safeguarding learners?

Please use the space below to identify one or two examples that support your statement

5.6 How effectively does the board/ committee monitor and ensure that the College meets its responsibilities under equality and diversity legislation? Do all board monitoring reports contain an appropriate level of data that enables effective board monitoring of the impact of its policies on learners and staff?

Please use the space below to identify one or two examples that support your statement

5.7 How effectively does the board/ committee monitor and ensure that the College fulfils its legal responsibilities for employment practice and that there is appropriate professional development of staff to enable the College to meet its strategic objectives?

Please use the space below to identify one or two examples that support your statement

5.8 How effectively does the board/ committee monitor and ensure that the College fulfils its legal responsibilities for the Health and Safety of learners, staff, external contractors and visitors?

Please use the space below to identify one or two examples that support your statement

5.9 How effectively does the board/ committee ensure inclusive and consensus-oriented decision making?

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6. Adding Value – Do Governors/ Members Make a Difference? (only for BOG and AQAB)

6.1 How would you evidence that the board has made a difference to the success of the college in the past twelve months and what has been the outcome of the example (s) you would give? Could the board be more effective in this area, and if so how? Please use the space below to identify one or two examples that support your statement

6.2 How would you evidence that the work of the board has made a difference to learners? Could the board be more effective in this area, and if so how? Please use the space below to identify one or two examples that support your statement

