

## Exercises using the NOS

### – with a Board or Management Committee

#### ***Developing appraisals for individual trustees***

Appraisals are a common form of supporting and developing paid staff but the process can be equally useful for trustees. Appraisals are an important opportunity to encourage a trustee to consider how best to contribute to the board. They also give the board a chance to examine whether the trustee is contributing effectively.

#### ***Exercise 11 Using NOS in trustee appraisals***

##### **Aim:**

To map a trustee's effectiveness against the responsibilities and qualities outlined in the NOS

##### **Outcome:**

Appraisal of the extent to which trustees are performing their role and areas for further action

##### **Steps:**

You will have already used the standards to draw up the role description and person specification for that trustee's role. The appraisal could take the form of self-reflection using a questionnaire and/or a conversation with the chair. For both methods, questions to consider include:

- Does the role description accurately reflect the role you are performing?  
If not, what do you think should be added or omitted?
- Which aspects of the role do you feel you are performing well?  
Which are you less comfortable with?
- In which areas would you appreciate additional support or guidance?
- What are your preferred methods for learning?
- What else could help you to contribute more effectively?
- Are there any areas of board work that you are not currently involved with but would like to be?  
If so, which ones?
- In which areas do you think the board as a whole could improve its work or learn more?
- Have you received the information outlined in each unit of the NOS?  
Have you read these documents?
- Do you have a personal learning plan to work through the NOS?

You should agree on when performance against the NOS be assessed again, what will be the expectations for the trustee by that time and what support will be provided to help them.