

NGA Chair's 360° Review

General guidance for chairs

1. Welcome to the NGA Chair's 360° Review

The NGA Chair's 360° Review is an administratively light, economic and straightforward method of online review, which enables the voices of all those worked with you to be heard. The 360° review is offered via the NGA online platform.

This general guidance is for you to understand the whole process, so please read it through before you start. Once you have invited people to complete the review via the online platform, they will also receive step-by-step instructions on completing the review.

Some of you will have experienced 360° reviews in your working lives; for others it will be a totally new experience. As with most activities which focus on the personal, the prospect of having to assess your own attributes and at the same time having others assessing and commenting upon them too can feel very daunting. Please rest assured that in practice, this form of review is far less judgemental than many people fear – remember, most people totally understand that this is a driver for development and seek to be constructive and helpful.

2. The purpose of the 360° Review

The purpose of a 360° review is:

- to enable you to appraise your leadership strengths and areas for development
- for you to see how others experience your leadership strengths and identify some areas for development
- for you to be able to use the feedback you receive to compare it with your own perception, and to use this information to determine where there are gaps or areas that could be developed so that you are a more effective leader

3. The 360° Review outcomes

By completing the review process you will:

- have an objective view of your strengths and areas for development
- you will have a plan for developing areas which will improve your leadership skills

4. The NGA 360° Review package

Your NGA 360° review package includes:

- Access to the 360° review question set via the NGA online platform
- This general guidance

- The step-by-step instructions on using the NGA online platform for you and your appraisers.
- Templates for report analysis and personal development plan
- A 60-minute telephone or video call mentoring session with an NGA consultant, which is designed to:
 - Help you analyse your appraisal report ensuring that you focus on the areas that will make the biggest difference to your governance practice
 - Discuss strategies for strengthening areas identified for development

5. Administering the 360° Review

When ordering the 360° review, you will be the administrator to manage it. You will receive two emails once you are set on the platform:

- A confirmation email from consultancy@nga.org.uk confirming you have been set up on the platform. The NGA consultant who is assigned as your mentor will also be copied on the email.
- An invitation email from noreply@brilliantassessments.com with a unique link to the platform for you to add appraisers.

Please note that as the platform generates automated emails, these may end up in junk folders. You should notify your colleagues involved in advance, reminding them to check their junk folder if they do not receive the invitation email.

The step-by-step instructions are in the [Managing the review platform as an administrator](#) section.

6. Choosing your appraisers

Who you choose as your appraisers is up to you, but you should aim for at least five or six, and you will need at least three for the platform to generate the report. Some chairs choose their whole board; others might choose to select a range of colleagues who may represent more long standing relationships as well as some newer ones. Some will also include someone with whom they have worked closely in their local authority or multi academy trust. However, we strongly recommend that you include your senior executive leader and your clerk – these are two key relationships, and as chairs should work closely with both, it will add to the completeness of the picture.

The maximum number you can invite is 20.

7. Following the completion of the 360° Review

As a result of this review, you should aim to put together a simple personal development plan which records what your analysis of your review has revealed, and how you wish to work on these findings. As you work through your analysis you should be thinking about the areas you will focus on and makes some notes which you can share with your mentor when you speak.

You should aim to focus on the following competencies:

- i. Where you have scored lower than you would like or expect

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- ii. Where others have rated you very differently to how you have rated yourself
- iii. Which are particularly critical to effecting change in your school or trust

When recording your areas for development, identify why you have chosen each area, and list the actions you will take to address them. This may be a case of completing an e-learning module on [NGA Learning Link](#) which is easy to tick off the list; however it may be a case of delegating more, or leading meetings with more confidence, or being more challenging, and these will be more difficult to evidence. Nevertheless you should list how you intend to develop these aspects of your role and then comment on how successful you feel you have been in making progress.

8. Analysing your report

The 360° review report is designed so that you are able to compare your perception of your areas of strength and areas where you feel less strong with how others collectively perceive you.

Your report will show:

- i. A table and graph with:
 - a. Your overall score expressed as a percentage
 - b. Your appraisers' combined overall score expressed as a percentage
- ii. A table and graph with:
 - a. Your scores broken down into categories
 - b. Your appraisers' combined scores broken down into categories
- iii. A table with:
 - a. Your scores broken down into individual statements
 - b. Your appraisers' combined scores broken down into individual statements
- iv. Any comments received

Understandably the temptation is to look at the overall picture and to dwell on the comments. However, you should be looking at the results more systematically than this and it is worth taking some time to go through the questions thoroughly, assessing the areas that you need to develop. For example:

- i. If you and your appraisers have scored you relatively low for knowledge of the curriculum, you should identify this as a knowledge gap. A possible strategy for addressing this would be to complete the [NGA Learning Link](#) module on *Your organisation: understanding school structures and what children should learn*. Alternatively you could spend some time in your school or trust with the senior leader in charge of the curriculum and learn that way.
- ii. If you and your appraisers have scored you relatively low for understanding, analysing and interpreting school performance data from a range of sources, then this is a skills gap. A possible strategy for addressing this would be to identify some training on this important aspect of the governance role. A good starting point is the [NGA Learning Link](#) module *Progress and attainment: using data to improve educational outcomes*, but in order to

understand how your school or trust assesses and tracks pupil progress, an in school session would probably be a useful follow on.

- iii. If you and your appraisers have scored you relatively low for welcoming constructive challenge and being sensitive in giving feedback, then this is an area of your behaviour which you need to develop. A possible strategy for addressing this might be talking to your mentor about how you can develop a more open demeanour and expressions to be used when feeding back; observing another school or trust's governing board meeting may also be of value.

There may be areas where you have scored yourself quite differently to your appraisers. You will need to think carefully about these areas, considering for example:

- i. If you have scored differently because there is an area that your appraiser has not had the opportunity to see as a strength. For example, you may be experienced in performance management but your appraisers may not be aware of this. This should make you think about how open and transparent your board is about its processes, and if it is possible to make more board members aware of how you conduct the senior executive leader's performance management.
- ii. It may be that you are new in role and are effecting change which some people may be uncomfortable with, but which is, nevertheless, the right thing to do. There should always be pause for thought though, and you should consider if you are taking your board with you. A slight change of approach can mean that you avoid building resentment and defensiveness.
- iii. There may be a genuine difference of perception: after all what one person perceives as being assertive may be perceived by another person as being rude. Again, this should give you pause for thought, and watching another board in operation might give you some ideas how to be more aware of how others perceive your leadership style.

Finally, a word about comments. Your appraisers will be able to make comments and these are listed but are not attributed. Often the comments are as helpful, if not more so, than the scores. However, some people can find it hard to express themselves tactfully and if this is the case, you may need to share your feelings with your mentor, and discuss how best to react.

9. Your mentoring session

Your NGA consultant for the mentoring call is copied in the welcome email. Please contact the mentor to share the evaluation reports and relevant documents and schedule a mentor call. The mentoring call is aimed to be completed in three months from the date the review is set up. After that, the mentor will be released from the mentoring call booking. You can still access your 360° review.

10. Sharing your report

Chairs who choose to share their review report and consequent development action plan with their board earn huge respect from their colleagues. However, whether you choose to do so or not is a decision that only you can make, and there may be very good reasons why you choose not to.

However, exemplary chairs now undertake annual or bi-annual reviews of the contribution their colleague governors or trustees make to the governance of their school or trust. By modelling your own willingness to self-evaluate you create a culture of openness around this area of board practice.

11. Enquiries

There is a [Frequently asked questions](#) guide at the end of the document. If your questions/issues are not answered in the guide, please contact consultancy@nga.org.uk.

For questions about the mentoring call, please contact your mentor.

Managing the review platform as an administrator

1. The NGA online platform

The NGA Chair's 360° Review is set up on the NGA online platform. This section will guide you in managing the 360° review on the platform.

2. The role of the administrator

As the chair, you are the **administrator** of the 360° review. The administrator will be responsible for:

- contacting your colleagues involved prior to the review,
- adding the appraisers to the platform, and
- receiving the report when the 360° review is completed.

You will find guidance on who should be invited as appraisers in [Section 6](#) of the general guidance.

3. Notifying the appraisers before sending the invitations

The people invited to complete the 360° review are called **appraisers** on the platform. Once you have added the appraisers and sent an invitation via the online platform, the appraisers will receive an invitation that is auto-generated by the platform.

You should notify the appraisers before you send an invitation. As it is from your school email address, it will get to the appraisers' email server, ensuring that all appraisers are aware of the auto-email they will receive. Here is the key information the appraisers should know:

- The auto-email will be sent from noreply@brilliantassessments.com,
- The date you are going to send the invitation via the online platform, and
- The deadline for completing the self-evaluation is 28 days from the invitation.

The invitation email includes step-by-step instructions and a link to complete the 360° review. The link is unique and is for the particular appraisers only.

4. Accessing the online platform

You will find a link in the invitation email from noreply@brilliantassessments.com. There is a unique link in the email for adding the appraisers. Please do not share it with the others.

Please save the invitation email, as you will need it for general guidance, step-by-step instructions, and the link to add appraisers.

You do not need a username and password to access the platform.

5. Adding the appraisers

- i. Click the link in the invitation email from noreply@brilliantassessments.com.
- ii. Click “Add Respondent” and you will see a page for you to enter the appraiser’s information.

Email	First name	Last name	RoleName	Invite Sent
1				

- iii. Enter the appraiser’s name and email address to the list. Make sure the email address is correct. Select “Appraiser” as the role, and click “Save”. Repeat the same steps to add other appraisers.

Response Invitation

Email

First name

Last name

Role

- Select Role -

Save Back to list Delete

- iv. Once you have added all the appraisers, check if the email addresses are correct. Then click “Send invitation”, and the platform will send an invitation automatically to the appraisers you have just added.

- v. A message asking you to confirm to send the invitations will pop up, click “OK” to confirm. Another message will show up on the top of the page, confirming that the invitations have been sent.

- vi. You will see the invitation status in the appraisers list.

- vii. The expected completion date for the self-evaluation is 28 days from the date you send the invitation (excluding the invitation date). The appraisers will receive a reminder email 14 days after the invitation.
- viii. The date is just a reference date for the platform to send a reminder and generate reports. Appraisers can still access the self-evaluation after the date.
- ix. You will also receive an email inviting you to complete the 360° Review as a self-user.
- x. The platform will collate the results and generate a report for you automatically.

6. Receiving/downloading the reports

A summary and comments report will be sent to you automatically once the following criteria are fulfilled:

- you have completed the self review, **and**
- all the appraisers have completed the self-evaluation, **and**
- the expected completion date has passed.

You will receive the report the day after the completion date.

7. The next step

After you receive the report containing the appraisers' input, you can proceed to the next step of the review process. Please refer to [Section 7](#) of the general guidance for more information.

8. Enquiries

There is a [Frequently asked questions](#) guide in the next section. If your questions/issues are not answered in the guide, please contact consultancy@nga.org.uk.

Frequently asked questions

This section answers the frequently asked questions and provides solutions to frequent issues administrators and appraisers encounter. If the issues persist after trying the suggested solutions, please contact consultancy@nga.org.uk.

1. I lost the link to the platform for adding appraisers.

The link for adding appraisers, as well as all relevant documents, are in the invitation email you first received from noreply@brilliantassessments.com. Please check your email inbox and archived folder for the invitation email.

If you still cannot find the email, please contact NGA for support.

2. The platform doesn't allow me to add appraisers.

The maximum number of appraisers is 20. You cannot add additional appraisers if you reach this number.

3. I want to add more appraisers.

The maximum number of appraisers is 20. If you have not reached this number yet, you can follow the instructions in [Adding the appraisers](#) to add more appraisers.

4. Appraisers say they didn't receive the invitation email.

Please check if the appraiser's email you entered into the online platform is correct. If yes, please ask the appraiser to check the junk folder of their email inbox. The invitation email to appraisers will be sent from noreply@brilliantassessments.com.

5. Appraisers say they have lost the link to the 360° review/guidance document.

The link for the appraiser and the guidance document will be sent from noreply@brilliantassessments.com. Please ask the respondent to check the inbox or archived folder for the invitation email. If they still cannot find the invitation email, please follow the instructions in [Managing the appraisers](#) to resend it.

6. Appraisers say they cannot complete the 360° review before the expected completion date.

The expected completion date is just a reference date for the platform to send a reminder and generate reports. Appraisers can still access the 360° review after the date.

7. I did not receive the report.

The platform will generate the report and send it to you automatically, when the following criteria are fulfilled:

- you have completed the self review, **and**
- all the appraisers have completed the 360° review, **and**
- the expected completion date has passed.

Please make sure your appraisers have completed the 360° review. You will receive the report the day after the completion date. Please refer to [section 5. vii.](#) for more information.

8. I need more time to complete the whole 360° review process.

Although the mentor will be released from the mentoring call booking three months from the date the 360° review is set up, you can still access your 360° review. Please check with the mentor for their availability if you need more time for the 360° review process or want to postpone the mentoring call. You will find the mentor's contact information in the welcome email sent from consultancy@nga.org.uk.

Completing the self-evaluation as an appraiser

This section contains step-by-step instructions for appraisers completing the 360° Review. It is included in this document for administrators' reference. Appraisers will receive these instructions when they receive the invitation from noreply@brilliantassessments.com.

1. The NGA online platform

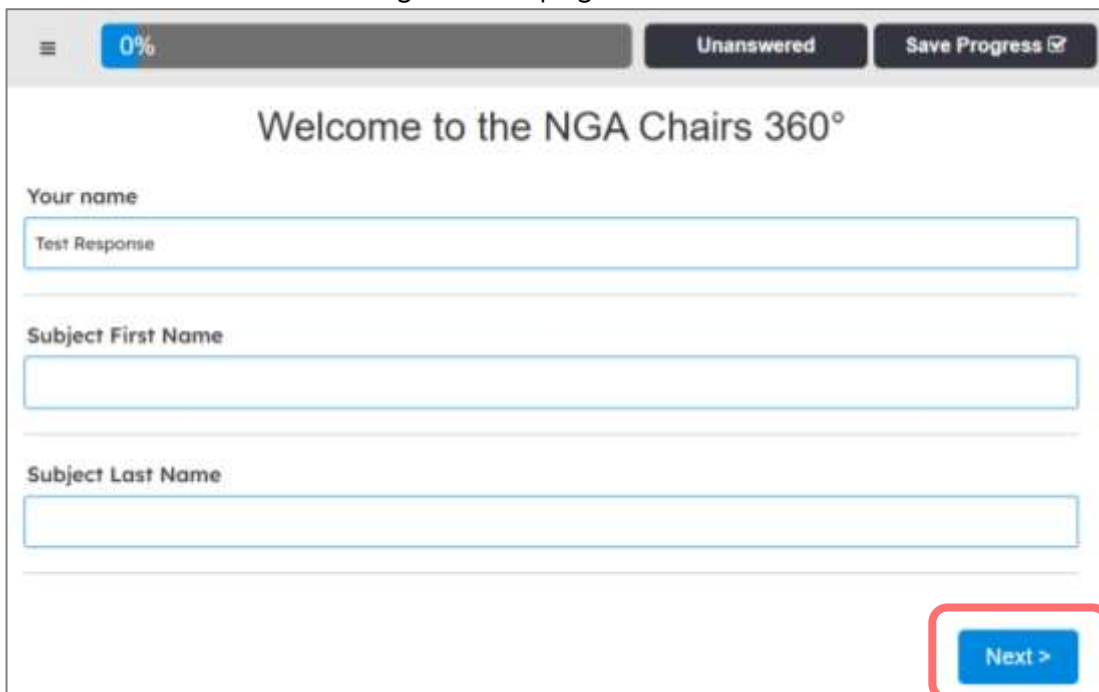
You are invited by the administrator, as an **appraiser**, to complete the 360° Review. The **administrator** is assigned by your school/trust to manage the 360° Review.

Please save the invitation email, as you will need it for guidance and step-by-step instructions, as well as the link to the 360° Review. The link to the self-evaluation in the invitation email is unique for you only. Please do not share it with the others, as they will have their own unique links.

It takes around 30 minutes to complete the 360° Review. However, you are not required to complete the 360° Review in one attempt. You can save your progress and continue to complete it by clicking the same link in the invitation email.

2. Accessing the 360° Review

- i. Click the link in the invitation email from noreply@brilliantassessments.com, and the 360° Review page will open on your web browser.
- ii. Click "Next" at the bottom right of the page.



The screenshot shows the 'Welcome to the NGA Chairs 360°' interface. At the top, there is a progress bar showing '0%' and two buttons: 'Unanswered' and 'Save Progress' with a checkmark icon. Below the title, there are three input fields: 'Your name' (containing 'Test Response'), 'Subject First Name', and 'Subject Last Name'. At the bottom right, a blue 'Next >' button is highlighted with a red rectangle.

- iii. Rate each of the statements and provide comments as appropriate.

Please assess NGA MAT (standalone) on the following areas:

1. Governance culture - The board is a committed team that works well with the trust's executive leader and the governance professional.

Strongly Agree Agree Neither agree or disagree Disagree Strongly Disagree N/A

1. Governance culture - Comments

B *I* U [List] [List]

- iv. You can save your progress and return to the 360° Review to continue with the link in the invitation email. Click "Save Progress" at the top right-hand corner.

Board culture and practice 17% Unanswered **Save Progress**

- v. The 360° Review is divided into different sections. Once you have completed a section, click "Next" to move to the next section until you have completed all the sections.

5. Induction and ongoing development - There is a quality induction programme in place for new trustees and a culture of ongoing governance training and development.

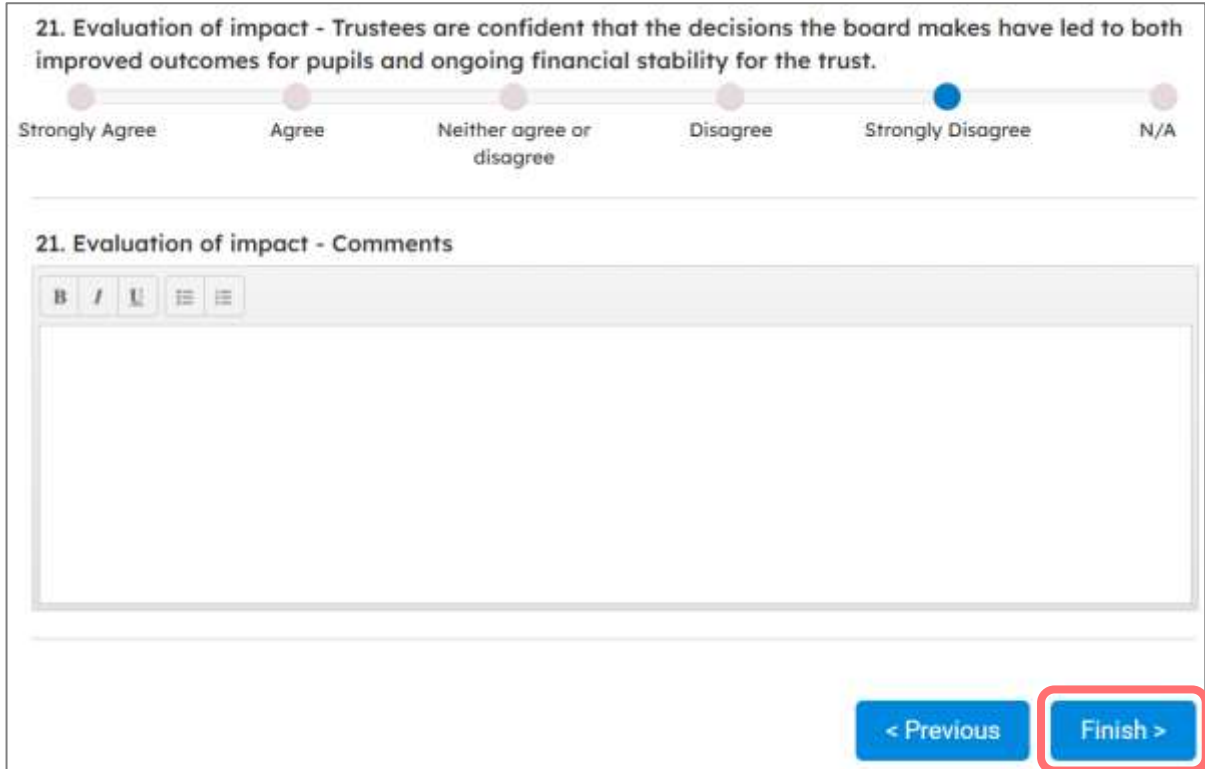
Strongly Agree Agree Neither agree or disagree Disagree Strongly Disagree N/A

5. Induction and ongoing development - Comments

B *I* U [List] [List]

< Previous **Next >**

- vi. Click “Finish” to submit the 360° Review.
Remarks: different question sets will have different numbers of statements. The question set your administrator using may not necessarily have the same total number of statements in this guidance document.



21. Evaluation of impact - Trustees are confident that the decisions the board makes have led to both improved outcomes for pupils and ongoing financial stability for the trust.

Strongly Agree Agree Neither agree or disagree Disagree Strongly Disagree N/A

21. Evaluation of impact - Comments

B I U [List Icon] [Link Icon]

< Previous Finish >

- vii. Once you have submitted the 360° Review, your part is completed, and the administrator will continue to the next step of the process.

3. Enquiries

If you have any questions about the review, please contact your chair.