

Executive Performance Review

Head of Power

Section 194 - *Local Government Act 2009*

Related Legislation

Section 4 and Section 12 of the *Local Government Act 2009*

Objective

To strengthen Council's commitment to Good Governance by ensuring clarity of direction to Council's CEO and senior executive officers and a robust system of performance accountability in alignment with the Local Government principles.

This policy is to establish an executive performance review framework to satisfy the requirements of Section 194 (3) of the Local Government Act 2009 which provides that a person who is appointed as the chief executive officer must enter into a written contract of employment with the local government, which amongst other things must provide for the chief executive officer to meet performance standards set by the local government.

The policy describes the philosophy applying to the Council's approach to executive performance review, the overall framework of setting performance expectations, monitoring and measuring performance against those expectations and the regular dialogue and review practices to be followed in formalizing the review process by appropriate recording and reporting of the results.

Definitions

Executive Staff means The Council's Chief Executive Officer and the senior executive officers described as Directors who are direct reports to the Chief Executive Officer.

Performance Review Framework means the arrangement of procedures for the conduct of the performance review for executive staff summarized in Section 9 of this policy.

Application

This Policy applies to the Chief Executive Officer and the Senior Executive Officers (Directors) within Council.

Policy Statement

1.1. Basis for performance review

Moreton Bay Regional Council considers responsible Performance review to be an essential ingredient of good governance. It sees effective performance review as the continuous process of establishing clear performance expectations for Executive Staff, followed by regular monitoring and measurement of performance against those expectations.

An effective system of performance review:

- creates alignment of individual and team effort with organisational goals and objectives;
- reflects a shared vision of the organisation's strategic direction;
- facilitates discussions on performance expectations, standards and achievements;
- provides a mechanism for employees to receive regular performance feedback and guidance;
- helps to maintain high levels of performance and identify areas for improvement;

- empowers employees by encouraging their input into goal and objectives setting;
- provides a mechanism to both acknowledge exceptional performance and address under performance;
- identifies learning and development needs;
- aids in succession planning by identifying outstanding performers; and
- provides an avenue for employees to provide feedback on the effectiveness of workplace systems, processes and procedures.

While performance review looks at the achievements of the Executive Staff against pre-determined, and agreed targets, it is also concerned with developing outstanding leaders through professional development and training.

A key part of performance review process is ensuring that there is open and honest communication between the Executive Staff and their respective Review Panel about their performance against defined Key Performance Indicators. The creation of a framework where objective feedback is openly received and constructively given, without bias or fear of retribution, encourages an environment where high performance can thrive.

Creating a performance focused culture makes good business sense and provides an organisation with competitive advantage.

1.2. Philosophy of Performance Focus

Council's philosophy on which the performance review process is built recognises the following guiding principles:

Having a performance focus means:

- Underpinning the performance culture with commitment to positive organisational Values.
- Encouraging a two-way communication process, involving both the Executive Staff and their Review Panel.
- Discussing performance on a continuous basis, not just as an annual evaluation process.
- Aligning the Executive Staff skills, competency requirements, development plans and performance expectations as to results with the organisation's strategic and operational objectives.
- Assessing performance outcomes on objective, outcome-related criteria, developed and mutually understood in advance and assessed free from bias or irrelevant personal considerations.
- Setting objective for future professional development and growth in leadership.

1.3. Performance Review Cycle

Executive performance review involves more than just sitting down during review periods to measure physical project deliverables. It is a continuous process involving Planning, Developing, Monitoring, Communicating and where appropriate Rewarding and Counselling.

Although usually linked to the Council's fiscal cycle elements of the review may also be linked to longer term outcomes. In such cases, milestones can be agreed to enable progressive evaluation of achievements during designated review periods.

The continuous nature of performance management can be best illustrated by Council's Performance Management Cycle.

Performance Management Cycle



Leadership Competencies



Each of the key competencies has essential elements that represent the aspirational benchmark of each member of the Executive Staff. These are defined in detail in the relevant Performance Agreement together with their respective indicators of fulfilment and method of measurement. An example of how these competencies are recognised is provided in the following table.

Table 1 – Executive Competencies – Highly performing Executives demonstrate the following elements in the conduct of their role.

Focus Area	Competency	Elements
Leadership	Values Based Leadership	<ul style="list-style-type: none"> Commanding the respect of peers and staff generally, representing an inspirational role model for all staff and enjoying the confidence of Councillors and staff by demonstrating positive organisational Values.
	Innovation	<ul style="list-style-type: none"> Exhibiting by example and encouraging in others creativity, innovation and continuous improvement.
	Change Management	<ul style="list-style-type: none"> Managing change within the organisation with an emphasis on equity, inclusiveness, effectiveness, participation, responsiveness and accountability.
	Self-Discipline	<ul style="list-style-type: none"> Exercising high levels of integrity in all matters, managing issues of controversy and conflict ethically and professionally through effective negotiation and collaborative orientation.
Strategy	Visioning Prioritising and Planning	<ul style="list-style-type: none"> Displaying an understanding of the big picture by insightful advice to Council and skillful allocation of priorities to achieve effective integration of strategic planning with operational delivery.
Results	Good Governance	<ul style="list-style-type: none"> Ensuring the provision of effective management systems to assure legislative compliance, management of risk and quality decision making in accordance with the Local Government Principles.
	Resource Management	<ul style="list-style-type: none"> Managing the Council's assets and service delivery to attain effective outcomes in the context of financial sustainability and nurturing the workforce to ensure a safe, healthy and humanistic work environment with continuing capability development.
	Service Delivery	<ul style="list-style-type: none"> Ensuring that management systems are in place to engage with relevant stakeholders to identify all internal and external customer requirements and enable these requirements to be met in a realistic, responsive, cost effective, equitable and timely fashion.
People	Relationships	<ul style="list-style-type: none"> Supporting the Mayor and Councillors in the efficient discharge of their responsibilities under legislation and empowering staff to achieve personal and corporate goals, especially through teamwork and collaboration not only with each other but also with community, business, government.
	Capacity Building	<ul style="list-style-type: none"> Continuously developing organisational capacity necessary for the achievement of the organisation's objectives, including empowerment of staff to exercise operational discretion commensurate with capability.

Focus Area	Competency	Elements
	Accountability	<ul style="list-style-type: none"> Monitoring, measuring and reporting on organisational outcomes against good practice standards and expectations, identify deviations, implementing improvement and accepting accountability for performance.

1.4. What is the Executive Performance Review Framework?

The Executive Performance Review Framework outlines the way which Council exercises oversight of the performance of its Executive Staff. The framework emphasises Leadership Competencies and visibly links individual performance to achievement of organisational objectives.

1.5. To whom does the Executive Performance Review Framework apply?

The Executive Performance Review Framework applies to the Chief Executive Officer and the Senior Executive Officers (Directors) within Council.

1.6. What does the Framework comprise?

The Council's Executive Performance Review Framework will comprise:

1. A Performance Agreement and Performance Plan entered into each year (for the term of the financial year) between the Executive Staff and their respective supervisor. These agreements will be between:
 - a. The CEO and the Mayor
 - b. The respective Directors and the CEO
2. The Performance Plan will contain performance expectations in respect of both Executive Competencies and priority Deliverables as described in Section 5.1 below.
3. A Review Panel will be appointed for each review period to conduct perioding performance reviews for each member of the Executive Staff in accordance with the Performance Plan. The respective review Panels will be constituted as follows:

CEO	Directors
Mayor (Review Panel Chair), Deputy Mayor External Consultant*	CEO (Review Panel Chair) in consultation with the Mayor. External Consultant*

*A suitably qualified facilitator will be appointed to assist the review panel in the conduct of the review. The terms of that assistance will be agreed with the Review Panel.

4. The Review process will involve periodic interaction between the Review Panel and the respective Executive Staff as outlined in Section 5.3 below and include:
 - a. Quarterly informal dialogue between the Executive Staff and the Panel Chair about progress of the Performance Plan;
 - b. A half year review involving the Review Panel in a progress evaluation against the key elements of the Performance Plan;
 - c. A formal facilitated Annual Review incorporating a documented self-assessment report by the Executive Staff together with a 360° Survey of the executive's performance against the Executive Competencies.
5. Formal feedback will be provided to the Executive Staff following the annual review including outcomes as to any remuneration or professional development actions to be taken. Agreement on of the ensuring year's Performance Plan will occur in conjunction with the Annual Review.

2. The Executive Performance Review Process

2.1. Establishment of Annual Performance Agreement

At the commencement of each review period, which aligns with the financial year, the Executive Staff and their immediate supervisor will enter into a Performance Agreement describing the agreed performance requirements for the year. These requirements will be documented in an agreed Performance Plan. The Performance Plan will comprise three parts:

Part A – Executive Competencies

This part sets out the performance expectations as reflected through the Executive Competencies (exemplified in Table 1 above) together with measures by which actual performance will be evaluated against those expectations. Typically, this will be achieved by using a suitably designed 360° survey including input from Councillors, peers, direct reports and other key stakeholders.

Part B – Priority Deliverables

This part sets out the performance expectations of the Executive Staff in delivering specific outcomes within their area of organisational jurisdiction. Typically, this comprises effective execution of the core functional responsibilities within their charge, including successful implementation of the Council's Operational Plan, as well as specific priority project targets and timeframes as well as measures by which actual performance will be evaluated against those expectations and targets.

Part C – Professional Development

This part will focus on the continuing development needs for the Executive Staff. Any training and development needs will be documented within the Performance Plan, along with the timeframe within which the program will take place.

2.2. Establishment of the Review Panels

The Review Panels responsible for providing feedback to the Executive Staff on their performance and potential development needs will be appointed prior to the commencement of the review period. The role of the Review Panel will be to assist the Chair in evaluating the various elements of the Performance Plan and providing feedback to the Executive Staff on their performance in that respect.

Councillors may be invited to be involved in the performance review process but this will be limited to participation in the 360° survey, to provide feedback for consideration by the Review Panels. Whilst Council will determine matters associated with the Chief Executive Officer's employment and remuneration, Councillors will not be involved in any decision making regarding a Director's on-going employment or remuneration (This will be the responsibility of the CEO as provided for in the Local Government Act).

2.3. Scheduled review periods

For the purposes of progressively monitoring performance against the agreed requirements the following reporting and review arrangements shall apply:

- On a quarterly basis each member of the Executive Staff shall provide a short written report to the Review Panel Chair outlining general progress against the agreed Performance Plan and identifying any issues likely to impact on the achievement of the performance outcomes, targets or timeframes agreed to. The respective officers and the Chair will meet to review and discuss the report.
- At the mid-point of the review period (in January each year) the Review Panel Chair shall convene a meeting of the Review Panel to conduct an intermediate review by interview with each of the Executive Staff. The officer will provide the Review Panel Chair with a report on the progress achieved against the performance plan targets together with commentary as to any issues that require attention to ensure completion of the agreed targets by the end of the review period. The involvement of an external Facilitator for this review will be optional at the election of the Panel Chair.

- At the conclusion of the review period (in July each year) the Review Panel Chair will convene a meeting of the Review Panel to conduct the formal Annual performance evaluation with the Executive. This review will involve the engagement of an external Facilitator.

2.4. Formal Annual Performance Evaluation

Although the key focus of the evaluation interview is the conversation that takes place between the Review Panel and the Executive Staff, it is important that the outcomes of the discussions are appropriately documented. The documentation of the discussions ensures a common understanding of the review outcomes and provides a ready source for parties to refer to, in the case of any differences in subsequent understanding.

The process for the annual review shall be as follows:

- The Executive Staff will be provided with notice in writing that the formal performance reevaluation is to be conducted at least fourteen (14) days before the intended review meeting.
- The Executive Staff will within seven days of the notice provide a self-assessment report for their respective Review Panel Chair.
- The Review Panels will consider feedback from Councillors provided as part of the 360° feedback process as outlined in Section 5.5 below.
- The Review Panel will conduct the performance evaluation (with the assistance of an externally facilitator) at the Review Meeting as advised to the Executive Staff.
- For the Chief Executive Officer, the Review Panel's conclusions shall be reported confidentially to Council.
- The documentation completed for the review of both the CEO and the Directors will be committed as a record to their respective personnel files.
- Within one month of the Review meeting the Review Panel Chair will provide formal advice to the Executive Staff of the performance review outcomes
- That advice will set out:
 - The Review Panel's conclusions regarding the officer's performance;
 - Any proposal to vary the officer's position description or performance criteria as a consequence of the performance review;
 - Any directions as to the officer's future performance of the duties of their role.
 - Any approved Professional Development opportunities to be provided to the officer as a result of the review.
 - Any matters associated with remuneration review as appropriate.

2.5. 360 Degree Feedback Process

The 360 Degree Feedback process will be undertaken at least one (1) month prior to the Annual Review meeting. This will ensure that there is adequate time to analyse the results and compile an informative report for the Review Panels.

Participants

Participants in the 360° feedback will be:

- a) The relevant officer's direct manager (in the case of the Chief Executive Officer this will be the Mayor);
- b) All Councillors;
- c) The officer's peers (in the case of the Chief Executive Officer there will be no peers included in the feedback process);
- d) The officer's direct reports;
- e) Two (2) key stakeholders of the officer's performance to be agreed between the officer and the Review Panel.
- f) The 360°Feedback survey will be administered by the independent Facilitator. The survey will be sent to all participants for completion and return to the Facilitator. Instructions will be provided to the participants at this time. The survey will remain open for two (2) weeks, with reminders being sent to all participants toward the close of the survey period.

All responses to the survey will be received by the Facilitator electronically and treated as confidential. The responses will be collated and presented in a summarized report for the respective Executive Staff and the Review Panel members to review.

At the conclusion of the review the Panel Chair will arrange for a summary report of the survey results to be provided to the survey participants for their information only.

2.6. Renewal of Performance Agreement

At the conclusion of the annual review the Review Panel and the respective Executive Staff will negotiate a new Performance Agreement and Plan for the ensuing year, including setting new targets for ensuing period.

2.7. Executive Development

All Executive Staff are encouraged to undertake development activities to enhance their skills and experience, and to ensure that they maintain a level of professional and contemporary knowledge which supports the achievement of targets and objectives within their areas of responsibilities.

2.8. Managing Unsatisfactory Performance

The performance review process provides an environment for all employees, including Executive Staff, to achieve high performance. However, the process also provides for an ability to deal with and address unsatisfactory performance.

Should the process for Executive Performance Review result in the identification of unsatisfactory performance the Council or CEO as the case may be shall address the unsatisfactory performance in the same manner as would be appropriate for any other employee of the Council, subject to any specific actions or requirements provided for in the Executive Staff contract of Employment.

Related Documents

Nil.

Review Triggers

This policy will be reviewed for applicability, effectiveness, and consistency with relevant legislation, Council resolutions, and other Council documents. Reviews of this policy will occur as required, or at least once every two years.

Responsibility

This Policy is to be:

- (1) implemented by the Mayor and the Chief Executive Officer;
- (2) reviewed and amended in accordance with the "Review Triggers" by Chief Executive Officer in consultation with relevant stakeholders; and
- (3) amended only by resolution of the Council.

Policy: 2150-112		Official Version: A19321625	
Executive Performance Review			
Document Control			
Version / Reviewed	Version Adoption (Council meeting / Minute Page) Reviewed (revision comment)	Date	Word version reference
Version 1	General Meeting (MP. 19/2288)	6.11.2019	A19277928