



AGENDA

FOR CEO REVIEW COMMITTEE MEETING TO BE HELD ON

13 SEPTEMBER 2016 AT 6:30PM

IN COMMITTEE ROOMS, 12 JAMES STREET, SALISBURY

MEMBERS

Mayor G Aldridge (Chairman)
Cr D Balaza (Deputy Chairman)
Cr L Caruso
Cr D Pilkington
Cr D Proleta
Cr J Woodman
Cr B Vermeer

REQUIRED STAFF

Chief Executive Officer, Mr J Harry
Manager People and Culture, Ms G Page

APOLOGIES

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the CEO Review Committee Meeting held on 12 July 2016.

Presentation of the Minutes of the Confidential CEO Review Committee Meeting held on 12 July 2016.

REPORTS

Administration

8.0.1	CEO Performance Evaluation - proposed Personal Evaluation System for 2016/2017	7
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CLOSE



**MINUTES OF CEO REVIEW COMMITTEE MEETING HELD IN
COMMITTEE ROOM 3, 12 JAMES STREET, SALISBURY ON
12 JULY 2016**

MEMBERS PRESENT

Mayor G Aldridge (Chairman)
Cr D Balaza (Deputy Chairman)
Cr L Caruso
Cr D Pilkington (*via remote access*)
Cr B Vermeer

OBSERVERS

Andrew Reed, Hender Consulting

STAFF

Chief Executive Officer, Mr J Harry
Manager People and Culture, Ms G Page

The meeting commenced at 6.32 pm.

The Chairman welcomed the members, staff and the gallery to the meeting.

APOLOGIES

Apologies were received from Cr D Proleta and Cr J Woodman.

LEAVE OF ABSENCE

Nil.

PRESENTATION OF MINUTES

Moved Cr L Caruso
Seconded Cr D Balaza

The Minutes of the CEO Review Committee Meeting held on 19 April
2016, be taken and read as confirmed.

CARRIED

REPORTS

Change in Order of Agenda Items

Moved Cr B Vermeer

Seconded Cr D Balaza

That Item 8.2.1 be considered prior to Item 8.0.1.

CARRIED

CONFIDENTIAL ITEMS

8.2.1 CEO Personal Evaluation System 2015/2016

Moved Cr B Vermeer

Seconded Cr L Caruso

1. Pursuant to Section 90(2) and (3)(a) of the Local Government Act 1999, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:
 - it relates to information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).
2. In weighing up the factors related to disclosure,
 - disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations

On that basis the public's interest is best served by not disclosing the **CEO Personal Evaluation System 2015/2016** item and discussion at this point in time.
3. Pursuant to Section 90(2) of the Local Government Act 1999 it is recommended the Council orders that all members of the public, except staff of the City of Salisbury on duty in attendance, be excluded from attendance at the meeting for this Agenda Item.

CARRIED

The meeting moved into confidence at 6.38 pm

The meeting moved out of confidence at 6.47 pm

8.0.1 Annual Review of CEO Total Remuneration 2015/2016

Mr John Harry left the meeting at 6.47 pm.

Moved Cr L Caruso

Seconded Cr D Pilkington

1. In accordance with Clause 13 of the Employment Agreement and the delegation of authority granted by Council to the CEO Review Committee, an amendment to the CEO Total Remuneration be made, with that amendment being 1.5% to apply from the 2016 anniversary of the CEO Commencement Date (effective 9 May 2016)

CARRIED

The meeting closed at 6.55 pm.

CHAIRMAN.....

DATE.....

ITEM	8.0.1
	CEO REVIEW COMMITTEE
DATE	13 September 2016
HEADING	CEO Performance Evaluation - proposed Personal Evaluation System for 2016/2017
AUTHOR	Gail Page, Manager People and Culture, Business Excellence
CITY PLAN LINKS	4.2 Develop strong capability and commitment to continually improve Council's performance. 4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	In accordance with the CEO Employment Agreement, this report provides details of the proposed Personal Evaluation System for 2016/2017.

RECOMMENDATION

1. Information be received.
2. The Personal Evaluation System to apply to the CEO for the 2016/2017 review period, comprising Key Performance Indicators and the Performance Appraisal Survey (both documents attached) be endorsed.

ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Proposed CEO Key Performance Indicators 2016/17
2. CEO Performance Appraisal Survey 2017

1. BACKGROUND

- 1.1 The CEO Employment Agreement provides that "a performance review in accordance with the Personal Evaluation System will occur in May of each year". The Agreement further provides that the Personal Evaluation System must be reviewed and, if necessary, amended by agreement within two months after each performance review.
- 1.2 The Personal Evaluation System for the previous five review periods has comprised a set of agreed Key Performance Indicators and a Performance Appraisal Survey, which is completed by Elected Members.
- 1.3 The CEO Employment Agreement provides a rating scale for the Personal Evaluation System and defines "Competent Performance" as the achievement by the CEO of a performance equal or better than Rating 3 (CEO's performance met expectation).

- 1.4 The Agreement also provides for the appointment of at least one person who is qualified to assist in the performance review. The person appointed is Andrew Reed from Hender Consulting.
- 1.5 It also indicates that “the performance review will review the CEO’s Position Description and key performance indicators through the Personal Evaluation System”.
- 1.6 The Agreement requires a written report is compiled with respect to the performance review and a copy provided to the CEO.

1. CITY PLAN CRITICAL ACTION

- 1.1 Continue to develop the capability of our people to deliver transformative projects, innovate and engage with the community.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 The Executive group has been consulted in relation to Key Performance Indicators for FY2016/2017.
- 2.2 External
 - 2.2.1 Hender Consulting have been consulted in relation to the construct of the Personal Evaluation System

3. REPORT

- 3.1 Key Performance Indicators
 - 3.1.1 The proposed Key Performance Indicators (KPI’s) for the CEO for the 2016/17 period are attached to this report. As with previous KPI’s the document is structured around the four key directions of the City Plan along with a fifth category “Advice to and Relationship with Council”.
 - 3.1.2 Critical actions/projects have been identified based on an assessment of the City Plan and from guidance provided by the CEO Review Committee in previous discussions.
 - 3.1.3 The KPI’s do not include ‘day to day’ operational activities which are captured under the obligations of the CEO position description. The focus of matters included in the KPI’s are issues considered to be of strategic importance and critical to the success of the delivery of the City Plan.
 - 3.1.4 The CEO Review Committee is asked to consider the proposed KPI’s with a view to confirming them.
- 3.2 Performance Appraisal Survey
 - 3.2.1 Hender Consulting have supported the CEO Review Committee with the CEO Review process over the past five years.

- 3.2.2 Specifically, Hender Consulting confidentially administer the Performance Appraisal Survey, undertake remuneration benchmarking and have provided recommendations to the CEO Review Committee in relation to any changes to the CEO employment package.
- 3.2.3 A consistent Performance Appraisal Survey has been used for the last five review processes, which allows for comparison of performance over time.
- 3.2.4 It is noted the Performance Appraisal Survey is aligned to Schedule One of the Employment Agreement (Duties & Responsibilities Job Specification) and is designed to assess performance against the position description, key result areas/strategic performance objectives and a range of professional/executive behaviours.
- 3.2.5 It should be noted that participation in the survey has been increasing over the last few years, with 12 of 17 participants completing the last survey. An option to complete the survey in electronic format was also provided.
- 3.2.6 Hender Consulting have advised an on-line survey is under development for 2016/2017.

4. CONCLUSION / PROPOSAL

- 4.1 A review of the Personal Evaluation System is required following each performance review process. To support the completion of this review, proposed draft KPI's have been developed for consideration by the CEO Review Committee.
- 4.2 In addition, the continued application of a formal feedback process is recommended, using the Performance Appraisal survey attached, to ensure consistency.

CO-ORDINATION

Officer:

Date:

Proposed CEO Key Performance Indicators – 2016/17		
Agreed Indicator	Agreed Timeframe	Status Update
Key Direction 1 – The Prosperous City		
<p><i>Salisbury City Centre Revitalisation program:</i></p> <ul style="list-style-type: none"> Commencement concept and initial design development of City Centre Community Hub and administration building(s) Finalise an architectural concept for the Salisbury City Centre Regional Community Hub and civic administration facilities, and develop a funding and procurement model. Commencement of principal contracts for procurement and novation of design team. <p>Progress Revitalisation of the Salisbury City Centre including:</p> <ul style="list-style-type: none"> Investment attraction for development on Council land and on private and government land holdings in the centre Improving place management and activation (events/upgrade public space) 	<p>November 2016</p> <p>Feb 2017</p> <p>Feb 2017</p> <p>Ongoing</p>	•
<p><i>Growth Action Plan</i></p> <ul style="list-style-type: none"> Finalisation of Growth Action Plan and Strategic Land Review Framework to address Urban infill/regenerations. Maximise Development opportunities at Dry Creek Salt plans through involvement in Master Plan Development with Renewal SA and EPIC. Completion of Tranche 2 Business Case Development of Strategic Property Development (in accordance with Council Program) 	<p>March 2017</p> <p>Ongoing</p> <p>Dec 2017</p>	•

Proposed CEO Key Performance Indicators – 2016/17		
Agreed Indicator	Agreed Timeframe	Status Update
Key Direction 1 – The Prosperous City		
<i>Transport Plan</i> <ul style="list-style-type: none"> Complete and get Council endorsement Unlock opportunities arising from the construction of the Northern connector including: <ul style="list-style-type: none"> - maximising local employment and procurement during the project - Identifying and promoting economic development opportunities along the corridor Ensuring the Northern Connector facilitates integrated east-west transport access across the City and upgrade – specifically extension of Elder Smith and Kings Road. 	March 2017 Ongoing Ongoing	•
<i>Economic Development</i> <ul style="list-style-type: none"> Engage with the Northern Economic Plan and shape how it is implemented in the region Roll out the 'Business Friendly Council' Program across the organisation Implement China Action Plan, and further progress Council's relationship with Linyi City and manage incoming business delegations Enhance and commence delivery of key initiatives of Tourism Strategy Reposition and further development Technology Park Mawson Lakes to be the centre for innovation-led economic growth in northern Adelaide, in conjunction with Uni SA Campus Enhance the Polaris Centre's ability to support industry development (including food processing and green industries), international trade, entrepreneurship and engage meaningfully with business Complete Program Review of Economic Development function 	Ongoing June 2017 June 2017 March 2017 Ongoing Ongoing March 2017	•

Proposed CEO Key Performance Indicators – 2016/17		
Agreed Indicator	Agreed Timeframe	Status Update
Key Direction 1 – The Prosperous City		
<i>Partnering</i> <ul style="list-style-type: none"> Develop and review new or existing opportunities and processes that achieve effective partnering and optimisation of resources with adjoining councils, private sector entities and State and Federal Government, specifically: <ul style="list-style-type: none"> Northern Economic Leaders – Participation Economic development opportunities with the City of Playford and City of Port Adelaide Enfield University of South Australia State and Federal Government Manufacturing and Automotive industry transformation Northern Adelaide Economic Plan (State Government, Private Sector & Local Government) Council Solutions Regional Subsidiary (Procurement) Advisory Board Member for : <ul style="list-style-type: none"> Food Park Development Northern Adelaide Irrigation System (NAIS scheme) Member of Salt Fields Development Planning Team 	Ongoing	•
<i>City Plan</i> <ul style="list-style-type: none"> Develop and adopt new City Plan Ongoing rollout and delivery of Councils City Plan and implementation of identified critical actions 	Oct 2016 and ongoing	
<i>Capital Works Program</i> <ul style="list-style-type: none"> Delivery of Capital Works Program (exclusive of IT, Strategic Property and WBU) within 85% of budget 	June 2017	•

CEO Key Performance Indicators – 2016/17		
Indicator	Agreed Timeframe	Status Update
Key Direction 2 – The Sustainable City		
<i>Asset Management:</i> <ul style="list-style-type: none"> Delivery of Asset Management Improvement Project across all key categories as per 2016/17 NIB. Completion and ongoing implementation of project will roll into 2017/18 	June 2017	•
<i>Northern Adelaide Region Adaptation Plan</i> <ul style="list-style-type: none"> Rollout implementation of the endorsed Northern Adelaide Region Adaptation Plan as per 2016/17 NIB 	June 2017	•
<ul style="list-style-type: none"> Review and Update – ‘Game Plan’ Action Plan 	June 2017	•

CEO Key Performance Indicators – 2016/17		
Indicator	Agreed Timeframe	Status Update
Key Direction 3 – The Living City		
<i>Redevelopment of Salisbury Oval Precinct</i> <ul style="list-style-type: none"> • Council consideration of Master Plan for Public Consultation • Public Consultation of Master Plan – Complete • Commence site works at St Jays • Land Revocation Process (12 months) 	Sept 2016 Dec 2016 March 2017 Start Feb 2017	
<i>Delivery of new Community Hub at Para Hills library facility</i> <ul style="list-style-type: none"> • Complete design • Tender and commence Works 	Feb 2017 June 2017	
Master Plan for Paddocks Stage 3 Redevelopment	June 2017	
<i>St Kilda Development Stage 2</i> <ul style="list-style-type: none"> • Stage 2 considered by Council • Public Consultation complete • Consideration of Key Priorities - Commercial Precinct • Eco Tourism Initiatives <ul style="list-style-type: none"> - Bird Sanctuary - Mangrove trail 	Sept 2016 Dec 2016 March 2017 Feb 2017	
<i>Community Hub – Development initiatives</i> <ul style="list-style-type: none"> • Commence strategy formulation and timeframe for development/upgrade of Community Hubs across the City 	June 2017	

CEO Key Performance Indicators – 2016/17		
Indicator	Agreed Timeframe	Status Update
Key Direction 3 – The Living City		
<i>Promotion of City</i> <ul style="list-style-type: none"> Rollout the initiatives as contained in adopted communications strategy. Particularly: <ul style="list-style-type: none"> Promotion of events, initiatives of Council Economic outcomes (Makes Good Business Sense/DAs/etc Proactive media initiatives to promote Salisbury as the “Flourishing City”. 		•
<i>Customer Service Improvement Program</i> <ul style="list-style-type: none"> Implementation of Program for Elected Members and Staff <ul style="list-style-type: none"> Agreed Customer Charter in place Specific Customer Service initiatives developed and in place for key stakeholders eg EMs Review/Development of Customer Service delivery and process for incorporation into Community Hub 	Dec 2016 June 2017 June 2017	
<i>Service/Policy Review</i> <ul style="list-style-type: none"> Development and Agreement by Council of: <ul style="list-style-type: none"> Wellbeing Strategy for Community Multicultural Strategy Development of Salisbury Home and Community Service Business Model Development of Salisbury NDIS Service Model 	June 2017 April 2017 June 2017 Jan 2017	•

CEO Key Performance Indicators – 2016/17		
Indicator	Agreed Timeframe	Status Update
Key Direction 3 – The Living City		
<i>Vitality of the City Centre</i>		
<ul style="list-style-type: none"> Enhance the vitality of the City Centre in partnership with the City Centre Association through the implementation of a schedule of activities Delivery Salisbury Secret Garden 	<p>Ongoing and June 2017</p> <p>March 2017</p>	

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CEO Key Performance Indicators – 2016/17		
Indicator	Agreed Timeframe	Status Update
Key Direction 4 – Achieving Excellence		
<i>Organisational and Service Review</i> <ul style="list-style-type: none"> Continue the Program Review across the organisational functions as agreed with Council. Completion of planned reviews and delivery of agreed outcomes and reporting via the Program Review Sub-Committee 	Complete by 30 June 2017	

CEO Key Performance Indicators – 2016/17		
Indicator	Agreed Timeframe	Status Update
Key Direction 4 – Achieving Excellence		
<i>Business Planning & Accountability Framework</i>		
<ul style="list-style-type: none"> Implement the Business Planning and Accountability Framework for the organisation to support delivery of City Plan Enhanced corporate reporting against the City Plan strategic indicators and Business/Community needs Develop a Corporate Wide Digital Strategy to better engage with the community Enhanced commercial and negotiation support provided to organisation including system development and reporting eg procurement, contract negotiations Delivery of Change Management Strategy necessary for incorporation of Activity Based work agenda into Community/Administration Hub. 	<p>Ongoing</p> <p>March 2017</p> <p>Ongoing June 2017</p> <p>March 2017</p>	
<i>Safety</i>		
<ul style="list-style-type: none"> KPI Audit – 0 non-conformances Lost Time Injury Frequency Rate (LTIFR) of 5 or less 	<p>At time of audit</p> <p>June 2017</p>	
<i>Organisational Capability</i>		
<ul style="list-style-type: none"> 3 year Workforce planning is in place, aligned with City Plan and Program Reviews Succession plan for critical business positions in place 	<p>March 2017</p> <p>Dec 2017</p>	

CEO Key Performance Indicators – 2016/17		
Indicator	Timeframe	Status Update
Advice to and Relationship with Council		
<i>Elected Member/Administration Relationships</i> <ul style="list-style-type: none"> Provide opportunities to enhance the ongoing working relationship between elected members and administration to ensure effective governance of the City of Salisbury 		
<i>Elected Members Strategic Planning</i> <ul style="list-style-type: none"> Facilitate a process that provides Elected Members with appropriate information for strategic decision-making 		
<i>Civic Governance</i> <ul style="list-style-type: none"> Facilitate ongoing self-assessment and development of elected member governance capability, including implementation of self-assessment processes for Council Review of decision making framework for Council through assessment of committee structure Representation Review 	Ongoing Nov 2016 Dec 2016	



CEO PERFORMANCE APPRAISAL 2017

Confidential Survey

Please complete and return to Hender Consulting by **xx** in the envelope provided. If you have any questions, please phone Andrew Reed at Hender Consulting on (08) 8100 8827.

NAME:

Please note that your name is only recorded to allow us to contact you for clarification purposes in regard to ratings or comments. Your identity will not be linked to any comments or ratings in the collated reports under any circumstances. Please call Andrew if you need further assurances in this regard.

PLEASE READ THE FOLLOWING INSTRUCTIONS CAREFULLY

- 1 Please assess the CEO by entering a score of U or 1-6 as listed below. ***Please use whole numbers ie. do not use 1.5, 2.5, 3.5 etc***
- 2 Please rate all criteria or use the U option if you feel genuinely unable to make an accurate assessment due to insufficient knowledge of that particular behaviour.
- 3 If on balance you feel that you can use ratings 1-6 (rather than U) the quantified feedback will be very valuable.
- 4 Feel free to offer additional comments or examples to support your ratings

RATINGS

U	Unable to assess
1	Serious Concerns (Unsatisfactory)
2	Minor Concerns
3	Satisfactory
4	Good
5	Very Good
6	Excellent

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City of Salisbury
CEO Performance Appraisal

PERFORMANCE CRITERIA		CEO RATING
STRATEGIC PLANNING		
1	Works closely with Council to ensure strategic plans are prepared and implemented	
2	Effectively communicates the Council vision and strategy to all key stakeholders	
3	Ensures Annual Business Plans are completed and communicated on time	
4	Prepares long term asset management and financial management plan to ensure Council sustainability	
5	Effectively consults ratepayers and other key private and public stakeholders in the development of strategic and business plans	
6	Maintains a continuous review of the Council's progress in attaining the Objectives and Strategies of the Strategic Plan	

Additional Comments:

City of Salisbury
CEO Performance Appraisal

PERFORMANCE CRITERIA		CEO RATING
OPERATIONS MANAGEMENT & PROJECTS		
7	Ensures improved productivity and quality by regularly reviewing existing policies, authorities, controls, workplace agreements, delegations and systems	
8	Proactively champions and develops a strong customer service focus for the organisations	
9	Ensures all of the residents of Salisbury are its customers and their best interests must be reasonably maintained and represented at all times	
10	Provides an overview of the various operational areas of Council and reports to Council and its committees on a regular and formal basis regarding the progress of the Council's operations	
11	Maintains the quality of overall project management of Council cooperative projects and resource sharing	
12	Ensures projects are completed in line with time and budgetary constraints and project status regularly monitored and communicated	
13	Improves performance of the Council by proactively embracing best practice and continuous improvement initiatives	
14	Manages the Council's resources and operations in an efficient and effective manner including the development and maintenance of a "contestability" philosophy in regard to both internal and external service provision	
15	Enhances the Council's systems and technology consistent with the agreed strategic direction of the Council	

Additional comments :

City of Salisbury
CEO Performance Appraisal

PERFORMANCE CRITERIA		CEO RATING
STAKEHOLDER MANAGEMENT & COMMUNICATION		
16	Liaises with community organisations, business groups and regional interests as necessary for the achievement of Council's objectives	
17	Responds and initiates as required in regard to local and metropolitan media	
18	Ensures positive relationships are established with local media including News Review Messenger, The Advertiser and various electronic media such as Power FM	
19	Provides input to any Commonwealth, State or Local Government initiatives affecting the City of Salisbury	
20	Effectively liaises with local government authorities, the Local Government Association and other government authorities and agencies	
21	Ensures community consultation programs are conducted, analysed and incorporated in the strategic planning process	
22	Represents the Council at appropriate events to maintain and if necessary enhance the Council's public profile within the community and amongst stakeholders	
23	Ensures Council activities and initiatives are appropriately promoted and communicated	
24	Addresses public meetings in a positive and effective manner	
25	Establishes and maintains quality relationships with local business leaders, educational institutions, community service providers, governmental agencies, individual residents and other customers	
26	Promptly and diligently responds to requests for service and advice from employees and community	

Additional comments:

City of Salisbury
CEO Performance Appraisal

PERFORMANCE CRITERIA		CEO RATING
ADVICE TO & RELATIONSHIP WITH COUNCIL		
27	Develops and maintains a positive working relationship with the Mayor and all Elected Members	
28	Ensures a high degree of satisfaction with Council members in relation to support, guidance, service quality and accuracy of information, recommendations and related matters provided by the CEO and EXECUTIVE	
29	Ensures Council are provided with a suite of reports that indicate the status, success and effectiveness of all operations and projects	
30	Ensures that the Council's statutory and governance obligations are met in a timely and effective manner	
31	Ensures Elected Members are provided with appropriate professional development opportunities and services	
32	Ensures that effective communication and working relationships exist between the Councillors and the Administration, including attending meetings and regular and effective communication processes	

Additional comments:

City of Salisbury
CEO Performance Appraisal

EXECUTIVE BEHAVIOURS		CEO RATING
1	Demonstrates leadership and vision	
2	Adopts a collaborative management style	
3	Treats all colleagues professionally and with dignity and respect (eg. common courtesies such as please and thankyou)	
4	Seeks and is receptive to other points of view	
5	Demonstrates integrity and high ethical standards	
6	Remains calm and resilient at all times despite pressures	
7	Is approachable and available. That is, to my knowledge, spends sufficient time with relevant team members	
8	Maintains confidentiality at all times	
9	Delivers verbal messages clearly and succinctly	
10	Delivers written messages clearly and succinctly	
11	To my knowledge, sets clear and reasonable tasks and deadlines and supports staff in the achievement thereof	
12	To my knowledge, delegates appropriate tasks to subordinates and empowers them to succeed	
13	Acknowledges and recognises others' skills, abilities and achievements	
14	Is receptive to and encouraging of positive and proactive change	
15	Makes the tough decisions where necessary rather than choosing the popular option	
16	Exercises sound judgement and makes decisions that are based on reasoned and well researched information	
17	Sets a strong example in terms of time management, organisation and associated professional standards	
18	Welcomes and accepts feedback constructively	
19	Gives feedback to staff re performance constructively	
20	Demonstrates thorough understanding of relevant area of professional expertise	
21	Focuses on outcomes rather than overly dwelling on processes and procedures	
22	Maintains a healthy work/leisure balance	
23	Motivates and encourages others	
24	Thinks and acts strategically	

City of Salisbury
CEO Performance Appraisal

EXECUTIVE BEHAVIOURS		CEO RATING
25	Is prepared to admit fault and rectify issues with own performance	
26	Demonstrates versatility and flexibility in finding innovative solutions to problems	
27	Is able to deliver difficult messages and/or bad news effectively i.e. is a truth teller	
28	Demonstrates genuine courage in the workplace ie. breaks new ground via calculated and considered risk taking	
29	Is able to establish immediate credibility and rapport with internal and external stakeholders to facilitate outcomes. That is, possesses genuine presence, confidence and assurity.	
30	Has the capacity to effectively negotiate beneficial outcomes for the organisation without compromising stakeholder relationships	
31	Possesses a keen eye for process improvement and the capacity to implement changes to this end	
32	Utilises warmth, compassion and good humour to achieve positive workplace outcomes	
33	Possesses the capacity to mentor and develop staff through positively challenging and stretching them	
34	Demonstrates well developed commercial acumen in line with non financial corporate objectives	
35	Demonstrates well developed political acumen whilst maintaining probity and transparency	
Additional comments:		

City of Salisbury
CEO Performance Appraisal

City of Salisbury
CEO Performance Appraisal