



AGENDA

FOR CEO REVIEW COMMITTEE MEETING TO BE HELD ON

15 AUGUST 2017 AT 6:30 PM

IN COMMITTEE ROOMS, 12 JAMES STREET, SALISBURY

MEMBERS

Mayor G Aldridge (Chairman)
Cr S Bedford
Cr L Caruso
Cr D Pilkington
Cr D Proleta (Deputy Chairman)
Cr G Reynolds
Cr R Zahra

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 11 July 2017.

Presentation of the Minutes of the Confidential CEO Review Committee Meeting held on 11 July 2017.

REPORTS

Reports

8.1.1 CEO Performance Evaluation - Proposed Personal Evaluation System for
2017/2018 7

CLOSE



**MINUTES OF CEO REVIEW COMMITTEE MEETING HELD IN COMMITTEE
ROOMS, 12 JAMES STREET, SALISBURY ON**

11 JULY 2017

MEMBERS PRESENT

Mayor G Aldridge (Chairman)
Cr S Bedford
Cr L Caruso
Cr G Reynolds
Cr R Zahra

OBSERVERS

Ms Bernie Dyer, Hender Consulting
Mr Andrew Reed, Hender Consulting

STAFF

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

The meeting commenced at 6.34 pm

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

APOLOGIES

Apologies were received from Cr D Pilkington and Cr D Proleta.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr R Zahra
Seconded Cr L Caruso

The Minutes of the CEO Review Committee Meeting held on 10 April
2017, be taken and read as confirmed.

CARRIED

CONFIDENTIAL ITEMS

8.2.1 CEO Personal Evaluation System 2016/2017

Moved Cr R Zahra
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
 - Non-disclosure will protect interests relating to the personal evaluation of the CEO for the 2016/2017 period.*On that basis the public's interest is best served by not disclosing the **CEO Personal Evaluation System 2016/2017** 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 6:35 pm.

The meeting moved out of confidence at 7:16 pm

Cr G Reynolds left the meeting at 07:17 pm.

Cr G Reynolds returned to the meeting at 07:20 pm.

REPORTS

8.1.1 Annual Review of CEO Total Remuneration 2016/2017

Moved Cr L Caruso
Seconded Cr G Reynolds

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 2.1% (reference Hender Report: March 2017, All Group CPI) to apply from the 2017 anniversary of the CEO Commencement Date (effective 9 May 2017).

CARRIED

The meeting closed at 7:34 pm.

CHAIRMAN.....

DATE.....

ITEM	8.1.1
	CEO REVIEW COMMITTEE
DATE	15 August 2017
HEADING	CEO Performance Evaluation - Proposed Personal Evaluation System for 2017/2018
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. 4.4 Embed long term thinking, planning and innovation across the organisation.
SUMMARY	In accordance with the CEO Employment Agreement, this report provides details of the proposed Personal Evaluation System for 2017/2018.

RECOMMENDATION

1. Information be received.
2. The Personal Evaluation System to apply to the CEO for the 2017/2018 review period, comprising CEO Key Organisational 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. CEO Performance Review - Key Performance Indicators
2. CEO Performance Appraisal 2018 - Draft

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 Clause 12.2 of the CEO Employment Agreement indicates *“The CEO performance review shall be conducted by a Committee appointed by the Council (the Committee)”*
- 1.3 The Agreement also indicates the Committee may appoint at least one person who is qualified to assist in the performance review and who is acceptable to the CEO. The person appointed is Andrew Reed from Hender Consulting.

- 1.4 Clause 12.4 indicates the Committee will assess the CEO's performance by reference to the Personal Evaluation System measured against the CEO's Duties as outlined in the Agreement, Position Description and any other factors considered relevant by the Committee. The Committee will evaluate the extent to which the CEO has discharged the CEO's goals, objectives, responsibilities and Duties outlined in Schedule 1 of the Agreement (The Job and Person Specification provided in the report to the CEO Review Committee on 11 July 2017, Item 8.2.1)
- 1.5 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.
- 1.6 The CEO Review Committee on 11 July 2017 provided an opportunity for Committee members to provide feedback in relation to the CEO Review process. It was expressed that it was disappointing that not all Elected Members had completed the survey. This matter has been addressed in the report.
- 1.7 It was also agreed that Strategic Interfaces could be included in the performance review process, as well as continuing the status update on major corporate initiatives and projects.
- 1.8 Council has requested a further report regarding the composition and delegation of the CEO Review Committee and a further report will be provided in September 2017.

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 FY2017/2018.

2.2 External

- 2.2.1 Hender Consulting have been consulted in relation to the construct of the Personal Evaluation System, in particular the Performance Appraisal Survey.
- 2.2.2 Research has been undertaken in relation to other Local Government organisations.

3. REPORT

3.1 Key Organisational Performance Indicators

- 3.1.1 The proposed CEO Key Organisational Performance Indicators for the 2017/18 period are attached to this report. The format of the Key Performance Indicators has been revised based on feedback from Elected Members, and to simplify some of the Performance Indicators to key measures.

- 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 CEO Review Committee is asked to consider the proposed Key Performance Indicators 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 six 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 six review processes, which has allowed 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 had been increasing over the last few years, with 12 of 17 participants completing the survey in 2015/2016. However, only 8 of 16 Elected Members completed the survey in 2016/2017. Elected Members were invited to complete the survey via the online process, however were advised should they prefer a hard copy, it was still available. Several reminders to complete the survey were provided by Hender Consulting.
 - 3.2.6 In consultation with Hender Consulting, it is proposed that the Performance Appraisal Survey is revised to include only one rating for each Key Result Area, based on the fact that the CEO provides a quarterly status report on Key Performance Indicators. The Executive Behaviours have been retained in full, for consistency with previous years, and this relates to “how” the CEO goes about delivery of Key Performance Indicators.
 - 3.2.7 In order to increase Elected Member engagement in the CEO Performance Review Process, it is proposed that the Independent Advisor meet with each Elected Member and seek direct feedback in relation to the CEO’s performance, to supplement the Performance Appraisal ratings.

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 Key Organisational Performance Indicators 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 revised Performance Appraisal survey attached, to ensure consistency in relation to Executive Behaviours.
- 4.3 It is proposed this survey is supplemented by the Independent Advisor meeting with each individual Elected Member to gain further specific feedback.

CO-ORDINATION

Officer:

Date:



CEO PERFORMANCE APPRAISAL 2017/18

CEO – Key Organisational Performance Indicators

Financial and Asset Management Sustainability

	Current
Operating Surplus Ratio: 0-5%	
Net Financial Liabilities Ratio: < 40%	
Asset Sustainability Ratio: 90-110%	
Delivery of Capital Works >85%	

People

	Current
Retention Rate: > 85%	
Lost Time Injury Frequency Rate: <5	
Customer Service Focus	
Organisational Level Quality	
External Adaptability	

Stakeholder & Customer Relations

Strategic Interfaces & Partnerships	
Advice to Elected Members	
• Response rate to outstanding reports	95%
• Quality of Reports - reports rejected	2%
• Quality of Responses (feedback)	Discuss
• Value & Frequency of Strategic Briefings & one-on-one interfaces	Discuss



City Plan – Key Actions/Initiatives (More detailed scope follows these pages)	
Key Direction 1 – Prosperous City	
Community Hub Development	Ongoing
Salisbury Oval – Master Plan Delivery	Ongoing
City Centre Revitalisation	Ongoing
Transport Plan	Ongoing
Strategic Property Development – Tranche 2/3	Ongoing
Implementation of Growth and Investment Strategy	Ongoing
Continued Implementation of Northern Economic Plan	Ongoing
Key Direction 2 – Sustainable City	
Rollout of Northern Region Adoption Plan	July 2018
Salisbury Water Business Unit Initiatives	July 2018
NAWMA and Council Business Partnering	July 2018
Key Direction 3 – Living City	
Completion of Paddocks Master Plan	May 2018
Completion of St Kilda master Plan (Commercial and Mangrove Precincts)	June 2018
Completion of Intercultural Plan	October 2017
Game Plan Reviewed and Updated	March 2018
Council Business Model interfacing with NDIS and Aged Housing Programs	February 2018
Delivery and Operational Management of Para Hills Community Centre	June 2018
Business Development Model for Community Centres Endorsed	June 2018
Place Curation and Events Delivery	June 2018
Wellbeing Strategy and Business opportunities identified for Salisbury Community	June 2018



Key Direction 4 – Business Excellence	
Rollout of Change Management Program for organisation	Ongoing July 2018
Strategic Business Development Opportunities	July 2018
Implementation of Asset Management System and continued rollout of Digital/Mobile Communications	
Management and Effective Delivery of outcomes from Program Review Agenda	July 2018
Rollout and Application of Continuous Improvement Business Model	July 2018
Financial Sustainability – Elected Member	July 2018
Effective Organisational and Council Governance	July 2018
Ongoing Implementation of Corporate and Community Wide Customer Service and Communication Reform	July 2018





City Plan – Key Direction 1 – Prosperous City	
	ESTIMATED COMPLETION TIMELINE (Subject to Council consideration of matters)
<ul style="list-style-type: none"> • Community Hub Project: <ul style="list-style-type: none"> ○ Finalisation of Design Development ○ Tender for construction ○ Completion of detailed design post-novation ○ Commencement of construction ○ Lobbying and applying for external funding 	October 2017 May 2018 December 2017 May 2018 Ongoing
<ul style="list-style-type: none"> • Salisbury Oval Precinct: <ul style="list-style-type: none"> ○ Delivery of Master Plan implementation, and ensuring coordination of actions ○ Progressing residential development business case and design (through Strategic Development Projects) 	Ongoing 2017/18 June 2018
<ul style="list-style-type: none"> • Coordination of Salisbury City Centre projects: <ul style="list-style-type: none"> ○ Church Street upgrade concept design; streetscape upgrade planning; ○ Development of a long term parking strategy for the City Centre ○ Preparation of a land development/disposal strategy for City Centre Sites ○ Signage and Streetscape Initiative Developed and Agreed 	March 2018 May 2018 June 2018 March 2018
<ul style="list-style-type: none"> • Transport Plan – Determined by Council <ul style="list-style-type: none"> ○ Integration of Northern Connector into Local Road Network ○ Elder Smith Rd development opportunity confirmed ○ Kings Road Concept Development Options/Identified ○ Edinburgh Road 	July 2017 Ongoing June 2018 March 2018 March 2018 March 2018



<ul style="list-style-type: none"> • Investment and funding attraction <ul style="list-style-type: none"> ○ Pursuit of Government Grants, and Investment by Government in major projects and precincts ○ Pursuit of Private Sector investment in key areas – SCC, employment lands ○ Sponsorship Policy determined 	Ongoing
<ul style="list-style-type: none"> • Implementation of Tranche 2 Strategic Property Development Projects (timing and sequencing subject to Business Case): <ul style="list-style-type: none"> ○ Hoyle Green ○ Lake Windemere ○ Shoalhaven ○ Fairbanks Reserve 	September 2017 – Business Case
<p>Implementation of Business Growth and Investment Strategy:</p> <ul style="list-style-type: none"> • Review of footpath trading policy (Property and Buildings Division); • Development of a policy to guide charges for use of council land (Property and Buildings Division); • Business signage (Property and Buildings, and Environmental Health and Safety Divisions); • Information technology interfaces with business as an element of the Digital Strategy; and • Vegetation management (e.g. verge maintenance, tree thinning to improve business visibility, landscape standards in commercial precincts) 	Ongoing across 2017/18 Timeframes for each priority TBC
<ul style="list-style-type: none"> • Investment Attraction and Export Development Initiatives <ul style="list-style-type: none"> ○ Web design/content ○ Promotion of City of Salisbury ○ Case Management Approach Rollout 	Ongoing July 2017 – 2018
<ul style="list-style-type: none"> • Continued Implementation of Northern Economic Plan <ul style="list-style-type: none"> ○ Industry Transition regarding Holdens ○ SME Business Development Strategy – Initiated 	Post October 2017 Consultant Report October 2017



<ul style="list-style-type: none"> ○ Northern Economic Leaders – Operational ○ Governance Structure Operationalised (Community Leaders Group and Strategic Implementation Group) ○ Food Park Development and Investment Attraction ○ NAIS – Development ○ Strategic Advisory for Innovation Hub in North 	<p>July/August 2017</p> <p>August 2017 – Ongoing July 17 Onwards</p>
<p>City Plan Key Direction 2 – Sustainable City</p>	
	<p>ESTIMATED COMPLETION TIMELINE (Subject to Council consideration of matters)</p>
<p>Northern Region Adaptation Plan</p> <ul style="list-style-type: none"> ● Development of Energy Management Strategy for Organisation and Public Realm ● Embedment of Climate Change into land use and Urban Development Initiatives, specifically : <ul style="list-style-type: none"> ○ Water Plan for Paddocks ○ Development of Game Plan ○ Strategic Property Development 	<p>March 2018</p> <p>June 2018</p>
<p>Salisbury Water Business Unit</p> <ul style="list-style-type: none"> ● Waste to Energy Initiative ● Ongoing Management of ASR and Distribution of Recycled Water ● Water Quality ● Long Term Business Development Agenda Identified 	<p>July 2018</p> <p>July 2018</p> <p>July 2018</p>
<p>NAWMA Business Development Initiative</p> <ul style="list-style-type: none"> ● Development Agenda for Waste Transfer Station – Agreed ● Partnering between NAWMA and Council for improved waste management outcomes identified and pursued 	<p>Ongoing 2017/18</p> <p>February 2018</p>



City Plan Key Direction 3 – Living City	
	ESTIMATED COMPLETION TIMELINE (Subject to Council consideration of matters)
<ul style="list-style-type: none"> • City of Salisbury NDIS Alignment <ul style="list-style-type: none"> ○ Completion of Consultation Report and Presentation to Council ○ Proposed Business Model and Adoption by Council 	November 2017 March 2018
<ul style="list-style-type: none"> • Para Hills Community Centre <ul style="list-style-type: none"> ○ Acceptance of Tender and Construction ○ Business Transition and Occupation ○ Decommissioning of Paddocks facility 	September 2017 June 2018 June 2018/Ongoing
<ul style="list-style-type: none"> • Place curation and Events Management – Key Events <ul style="list-style-type: none"> ○ Australia Day – Report to Council ○ Salisbury Secret Garden – Report to Council ○ St Kilda Celebration ○ Partnering with Salisbury Business Centre Multi-Cultural Event ○ Bridgestone Family Fun Day ○ Salisbury Writer’s Week 	August 2017 September 2017 November 2017 October/November 2017 August 2017



City Plan Key Direction 4 – Business Excellence	
	ESTIMATED COMPLETION TIMELINE (Subject to Council consideration of matters)
<ul style="list-style-type: none"> • Change Management Program <ul style="list-style-type: none"> ○ Vision and Values – Corporate Development Program ○ Flexible Working Spaces and Adoptive Business Systems Trial and Pilot Space • Leadership Development Program <ul style="list-style-type: none"> ○ Senior Management ○ Leading Workers • Rollout and Application of Continuous Improvement Program <ul style="list-style-type: none"> ○ Field Services – Parks and Landscapes/Civil Maintenance 	December 2017 February 2018 March 2018 July 2017 onwards
<ul style="list-style-type: none"> • Delivery and Completion of Program Review <ul style="list-style-type: none"> ○ Property Services ○ Strategic Property ○ Inspectorate Function ○ Governance Office/CEO Office ○ Workshops/Fleet ○ Monitoring and Implementation of Initiatives 	August 2017 August 2017 August 2017 October 2017 October 2017 Ongoing
<ul style="list-style-type: none"> • Asset Management Reform and Mobile Communications Business Case Consideration • Mobile Communication Rollout Systems Improvement • Review of Current Pilots (WBU/Playgrounds) 	December 2017 Commencing March 2018 Ongoing
<ul style="list-style-type: none"> • Effective Organisational and Council Governance 	Ongoing



Strategic Interfaces and Partnerships

Government

Northern Economic Plan – Department of State Development and Local Government
 Department of State Development and Department of Communities and Social Inclusion re NDIS
 Renewal SA Food Park Discussion
 Renewal SA Dry Creek Master Planning
 Renewal SA Technology Park

Local Government

Metropolitan Local Government Group
 Council Solutions Board
 CEO Forum - LGA

Community/Business Interface

Adelaide and Parafield Airport Future Development
 Food Park Advisory Meetings
 Building opening and Tour of Ellex
 Conciliation with residents and Junction Australia
 Meeting with Holden regarding post closure and skill transfer
 Attendance at Citizenship Ceremony

Elected Member Involvement/Advocacy

Community Hub Advocacy
 Interface with Community
 Committee Representation
 Committee Attendance
 Response to requests for advice/information



CEO PERFORMANCE APPRAISAL 2018

Confidential Survey

Please refer to the CEO Key Organisational Performance Indicators to inform your ratings

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 Reed on 08 8100 8836 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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KEY RESULT AREA	CEO RATING
LEADERSHIP AND STRATEGIC PLANNING – Effectively performs the pivotal leadership role for the Council administration, and works closely with Council to ensure strategic plans are prepared and implemented.	
PEOPLE – Leads, develops, motivates and manages the human resources of the organisation, ensuring a positive and constructive culture.	
FINANCIAL & ASSET MANAGEMENT SUSTAINABILITY – Ensures annual and long term financial plans are prepared, monitored and controlled, and long term asset management plans are in place and closely monitored. Ensures appropriate commercial decision making via valid business cases.	
OPERATIONS MANAGEMENT AND MAJOR PROJECTS – Ensures improved productivity and quality of operations, and major projects are completed in line with time and budgetary constraints, with project status regularly monitored and communicated.	
STAKEHOLDER MANAGEMENT, CUSTOMER SERVICE AND COMMUNICATION – Effectively liaises and communicates with customers, ratepayers, community organisations, business groups and other relevant stakeholders as necessary for the achievement of Council's objectives.	
ADVICE TO AND RELATIONSHIP WITH COUNCIL – Develops and maintains a positive working relationship with Council, and ensures that Council is provided with relevant information that indicates the status, success and effectiveness of all operations of the organisation.	

Additional comments

1	2	3	4	5	6	U
Serious concerns	Minor concerns	Satisfactory	Good	Very Good	Excellent	Unable to assess

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	

1	2	3	4	5	6	U
Serious concerns	Minor concerns	Satisfactory	Good	Very Good	Excellent	Unable to assess

EXECUTIVE BEHAVIOURS		CEO RATING
24	Thinks and acts strategically	
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 assuredness	
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:		

1	2	3	4	5	6	U
Serious concerns	Minor concerns	Satisfactory	Good	Very Good	Excellent	Unable to assess

STOP, START, CONTINUE	
<i>Please use this section of the survey to identify things you would like the CEO to Stop, Start or Continue.</i>	
STOP	
START	
CONTINUE	

DRAFT

City of Salisbury
CEO Performance Appraisal 2018