

16 CONFIDENTIAL ITEMS**16.1 REVIEW OF CEO PERFORMANCE.****RECOMMENDATION TO EXCLUDE THE PUBLIC**

That:

Pursuant to Section 90(2) of the Local Government Act 1999 the Council orders that all persons, except Katrina Bell (Human Resources/Payroll Officer) and Shona Hyde (Minute Secretary), be excluded from attendance at the meeting held on 19 June 2019 for agenda item 16.1 REVIEW OF CEO PERFORMANCE.

This Council is satisfied that pursuant to Section 90(3) (a) of the Local Government Act 1999, the information to be received, discussed or considered in relation to agenda item 16.1 is: information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

**MOVED COUNCILLOR REBECCA BOSELEY
SECONDED COUNCILLOR TREVOR HANCOCK**

That:

Pursuant to Section 90(2) of the Local Government Act 1999 the Council orders that all persons, except Katrina Bell (Human Resources/Payroll Officer) and Shona Hyde (Minute Secretary), be excluded from attendance at the meeting held on 19 June 2019 for agenda item 16.1 REVIEW OF CEO PERFORMANCE.

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CARRIED.

Responsible officer: Human Resources / Payroll Officer**Attachments:**

1. CEO performance review proposal from Stillwell Management Consultants
2. CEO performance review proposal from Perks People Solutions
3. CEO performance review proposal from Mid-Murray Council
4. CEO performance review proposal from AME

Executive summary

The purpose of this report is to enable Council to appoint a CEO performance review panel to oversee the review of the CEO's June half year assessment, which in this instance also acts as the CEO's 12 month review.

RECOMMENDATION**That Council:**

1. **appoints the Mayor, one Elected Member and the Human Resources/Payroll Officer as the CEO performance review panel to oversee the process of the CEO's June Half Year Assessment review and to report back to Council**
2. **provides the CEO advice in writing of the of proposed variation to the employment contract in respect to the type of review proposed and seeks the CEO's agreement to the variations**
3. **authorises the Human Resources/Payroll Officer to engage the service of (Stillwell Management Consultants, Perks People Solution, Mid-Murray Council or AME) to commence a facilitated independent review of CEO's performance during the last six month period and to provide a report back to the CEO performance review panel**
4. **receive a report on the outcome of the CEO performance review at its 21 August 2019 Ordinary Meeting**
5. **following the receipt of a report on the outcome of the review, if satisfactory, engages the appointed consultant to commence the secondary part of the review being the CEO's remuneration review**

MOVED COUNCILLOR MICK SPARNON
SECONDED COUNCILLOR TREVOR HANCOCK

That Council:

1. appoints the Mayor, Councillor Mick Sparnon, Councillor Paul Ireland and the Human Resources/Payroll Officer as the CEO performance review panel to oversee the process of the CEO's June Half Year Assessment review and to report back to Council
2. authorises the Human Resources/Payroll Officer to engage the service of Perks People Solutions to commence a facilitated independent review of CEO's performance during the last six month period and to provide a report back to the CEO performance review panel
3. receive a report on the outcome of the CEO performance review at its 21 August 2019 Ordinary Meeting
4. following the receipt of a report on the outcome of the review, if satisfactory, engages the appointed consultant to commence the secondary part of the review being the CEO's remuneration review

CARRIED.

Background

The CEO, Jason Taylor, entered into a contract with Southern Mallee District Council and commenced employment on 19 July 2018. The contract has a term of three years with the potential for a one year extension. The contract provided for a probationary period of five months.

Through agreement between the CEO and Council the probationary period was extended by one calendar month to allow for additional time to review the CEO's performance. Council undertook a facilitated 360-degree review after the CEO had been employed for five months. At the Council meeting held on 16 January 2019 it was resolved that the CEO had successfully completed the extended six month probationary period and his ongoing employment was confirmed.

Context

The CEO's contract includes the following clause relating to the June half yearly assessment:

8 Performance Review

- a) The Council will ensure that a review of the Chief Executive Officer's performance is conducted on a facilitated basis half yearly with the review for the end of the June being a 360-degree review of Elected Members, an agreed sample of staff and stakeholders to be undertaken in confidence, (both described as a Performance Review).*
- b) The Council shall give the Chief Executive Officer a minimum of 10 working days' notice in writing that a Performance Review is to be conducted to enable the Chief Executive Officer sufficient time to prepare.*
- c) The Chief Executive Officer will prepare and submit to the Council an assessment of his own performance at least 2 days prior to the Performance Review.*

- d) *The final report on the Performance Review of the Chief Executive Officer at the end of the June is to be forwarded to the Council or relevant Council committee for consideration (**the June Half Year Assessment**).*
- e) *In the event that the Chief Executive Officer does not achieve Competent Performance in the June Quarter Assessment, a written report shall be compiled with respect to the June Quarter Assessment and a copy provided to the Chief Executive Officer within 1 month of the June Half Year Assessment. The report shall set out in detail any particular aspects of the Chief Executive Officer's performance that requires improvement, together with timeframes during which the Council expects those areas of performance to be improved to a specified standard.*
- f) *The Council must provide whatever counselling, advice and assistance as may be reasonably necessary to enable the Chief Executive Officer to improve his performance during any specified timeframes referred to in clause 8 (e). If at the conclusion of the timeframes referred to in clause 8 (e) the Chief Executive Officer's performance is still below that required, the Council may:
 - (i) take no further action: or*
 - (ii) extend the timeframe for specified improvement for a further specified period; or*
 - (iii) terminate the contract in accordance with clause 17.3 (b).**

The CEO's contract includes the following clause relating to the Remuneration Review:

11. Remuneration Review

- a) *The Remuneration specified in Schedule 2 will be reviewed annually and any such review shall not result in a decrease in the Remuneration.*
- b) *The annual review of the Remuneration shall be conducted within 1 month following the performance review described in clause 8 (if reasonably practicable), and any change to the Remuneration shall be back dated to take effect from the anniversary of the commencement date of this agreement.*
- c) *The review of the Remuneration will take into account the following:
 - (i) the agreed criteria upon which the Chief Executive Officer's performance is assessed in accordance with the performance review process, and*
 - (ii) movements in the annual CPI (all groups Adelaide) and the increase and movement in executive salaries within Local Government in South Australia.**
- d) *any variation to the remuneration must be approved by the Council.*

Policy and statutory Implications

The Local Government Act 1999, Chapter 7, deals with requirements related to the CEO.

Issues

Conditions outlined in the CEO's employment contract regarding the June half year assessment specify that this is to be a 360-degree review. Through discussions with the Mayor and in consultation with the Elected Members there has been a verbal understanding that given this was done recently for the the probationary period review there is not an immediate need to complete this process again.

Variations to the contract will need to be expressed in writing to the CEO and his acceptance will need to be received prior to the commencement of the review. If an agreement cannot be reached satisfying both parties' requests, the conditions as set out in the contract will be honoured.

Alternate options

Council and the CEO have contractual obligations they must meet.

Financial implications

There is a cost associated with engaging a firm to undertake a review of the CEO's performance for the June Half Yearly Assessment.

Work health and safety implications

There are no work health and safety implications for this item.

Consultation

The CEO and Mayor have scheduled meetings weekly.

CONFIDENTIAL

RECOMMENDATION

Having considered agenda Item 16.1 in confidence under section 90 (2) and (3) (a) of the Local Government Act 1999, the Council pursuant to section 91 (7) of the Act orders that the item and the minutes, reports and all other records, relating to the matter be retained in confidence. This order is to be reviewed at or before the Ordinary Council Meeting to be held in January 2020, as to if this order is to continue in operation.

MOVED COUNCILLOR MICK SPARNON**SECONDED COUNCILLOR PAUL IRELAND**

Having considered agenda Item 16.1 in confidence under section 90 (2) and (3) (a) of the Local Government Act 1999, the Council pursuant to section 91 (7) of the Act orders that the item and the minutes, reports and all other records, relating to the matter be retained in confidence. This order is to be reviewed at or before the Ordinary Council Meeting to be held in January 2020, as to if this order is to continue in operation.

CARRIED.



Private and Confidential

Chief Executive Officer Performance Review

June 2019





Presented to:

Southern Mallee District Council
Chief Executive Review Committee
C/O Ms Katrina Bell, Payroll/Human Resources Officer
Via email katrina.bell@southernmallee.sa.gov.au

Prepared by:

Nick Stillwell
General Manager
Senior Management Consultant
Stillwell Management Consultants

Katie Botha
Registered Psychologist
Management Consultant
Stillwell Management Consultants

stillwellmanagement.com.au
 stillwellselect.com.au



Chief Executive Officer (CEO) Performance Review

Introduction

It is with great enthusiasm that we submit this proposal to facilitate the Southern Mallee District Council's CEO performance review for Mr Jason Taylor. We at Stillwell Management Consultants (SMC) are in a prime position to undertake this assignment in light of our facilitation of numerous Local Government CEO performance appraisals, enabling us to forge a reputation as a market leader in the use of best practice techniques in designing, facilitating, reporting and advising on such appraisals. We are also specialists in recruiting, coaching and developing the leadership potential of Local Government executives throughout South Australia, as you would be well aware in light of your first-hand experience in dealing with our Firm in the recruitment of Jason. We take our work exceptionally seriously and with enormous pride, and have a philosophy of doing whatever is necessary to ensure our client is delighted.

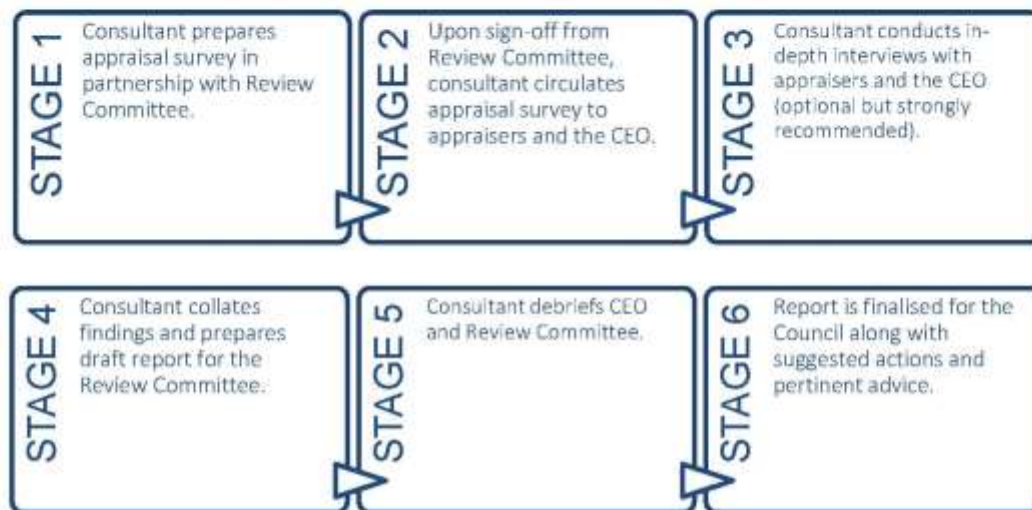
We are pleased to detail our proposed process, which reflects best practice and is based on the principle of continuing our business partnership with Southern Mallee District Council. We note that you want to partner with a Management Consulting specialist who will remain an independent advisor, reporting to the CEO Review Committee and acting as a facilitator of the appraisal process.

As General Registered Psychologists and Registered Organisational Psychologists, we bring to this assignment a high degree of specialist expertise in the measurement and analysis of executive performance and facilitation of self-awareness through constructive coaching and the provision of sensitive feedback. Our value-added service in this instance is our track record, and network of contacts gained, in working with Local Government organisations in the domain of management consulting (including executive recruitment, psychological appraisal, leadership development, human resource advisory and coaching), enabling us to facilitate a well-organised and comprehensive process in collaboration with you and the Review Committee, considering all factors including your geography and community demographics – and likewise the dynamic of Council employees and key stakeholders.



Methodology

Our proposed methodology is to collate a combination of qualitative and quantitative data collected through interview and online survey techniques. This will ensure that our process is objective, rigorous and pragmatic and incorporates the full breadth and depth of perspectives. We also encourage that the CEO undertakes a self-appraisal. The suggested sequence of the appraisal is as follows.



Stage 1: Formulation of the Appraisal Survey

It is likely that the performance appraisal process will be based on a foundation of specific Key Result Areas (KRAs), Key Performance Indicators (KPIs), agreed Strategic Performance Objectives (SPOs) and Personal Development Objectives (PDOs) that have been determined as relevant measures of the CEO’s performance over the course of the review period. Therefore, the development of the survey and interview questions will involve a collaborative process whereby SMC will draft a series of items derived from these performance indicators which will then be approved by the Review Committee. We also recommend that the questions be extended to cover areas such as leadership, management, communication, quality of advice, reputation, innovation and effectiveness; we would be happy to draw on our considerable professional expertise to formulate these items. The survey would include a combination of open and closed, qualitative and quantitative questions and answering scales designed to avoid arbitrary responding and ensure that the full scope of appraiser and appraisee views are captured.



Methodology (cont)

Stage 2: Circulation of the Survey

Upon confirmation of the survey content, SMC would send the appraisal survey via a secure email link to each of the appraisers, including the CEO. We can guarantee the confidentiality and integrity of this process as we *do not* use unreliable, free-to-download survey software. Rather our secure, sophisticated survey tool will be used. A paper-based version of the appraisal survey will also be made available to participants, upon request, if electronic means are not suitable/available. SMC will track the completion of the surveys over the course of the process and manage any reminders and troubleshooting requests, where necessary.

Stage 3: Interviews (Optional)

It is recommended that the results of the survey are complemented by interviews with the CEO and each appraiser; in our experience, this ensures that the richness of the context is captured. Upon completion of the survey stage, the SMC consultant will arrange a 30-minute interview with each participant (which will take place via phone), which will aim to achieve a detailed and comprehensive understanding of CEO performance.

Stage 4: Preparation of Draft Report

Following the above, we would collate all information and prepare and present a draft report to the Review Committee for further discussion and sign-off. This will be delivered in person and discussed with the Committee at Southern Mallee District Council.

Stage 5: Debriefing of CEO and Development of Performance Measures

Upon confirmation from the Review Committee, the CEO will be debriefed on the results, preferably in our offices during an Adelaide visit, rather than via telephone.

Stage 6: Preparation of Final Report

A final report will be prepared, collating all findings from the appraisal survey, interviews and discussions with the Review Panel and CEO, and on the basis of these themes, comprehensive and specific recommendations will be made for the Council's consideration.



Relevant recent experience

In recent years, we have facilitated performance reviews for the CEOs of regional and suburban South Australian and Northern Territory councils as well as the Local Government Association of South Australia. Confidentially, we have facilitated CEO performance reviews for District Council of Yorke Peninsula, City of Palmerston, City of Norwood Payneham & St Peters, Light Regional Council, City of Onkaparinga, City of Salisbury, Regional Council of Goyder and City of Unley to name a few. Additionally, we have undertaken regular CEO Performance and benchmarking reviews for dozens of other organisations. We also have access to a comprehensive bank of remuneration and conditions information via our network of contacts gained through consulting to and recruiting for South Australian Local Government organisations.

Lead Consultants

Ultimately overseeing this assignment will be Katie Botha, Management Consultants and Registered Psychologist, and Nick Stillwell, Senior Management Consultant and General Manager. With responsibility for managing the provision of a full suite (one of the most comprehensive of any firm in Australia) of psychological appraisal, counselling, performance management, team building, organisational development, learning and development, facilitation, executive coaching and mentoring, outplacement and career transition and employee survey services, we have been exposed to the widest range of challenging assignments. Katie is also an accredited Human Synergetics practitioner. With significant experience in consulting to Local Government, key clients such as City of Prospect, City of Norwood Payneham & St Peters, City of Marion and Light Regional Council rely heavily on SMC's expertise and guidance in all matters to do with workforce development and organisational development.



Fee Proposal

Our fee to undertake this work offers exceptional value at \$3,000 + GST. Extra time incurred for travel outside of the above scope or additional meetings or preparation of further letters or reports will be charged appropriately at cost or negotiated directly with you, however in our experience the fee above will be sufficient for the consulting exercise proposed.

Thank you again for the opportunity to present this proposal. We look forward to answering any questions you may have, and are ready to commence work on this important assignment as soon as possible.

With kind regards,

KATIE BOTHA
Registered Psychologist
Management Consultant

NICK STILLWELL
General Manager
Senior Management Consultant



Notification of Acceptance

I hereby confirm Southern Mallee District Council's acceptance of this proposal and agree to the terms and conditions as outlined in this proposal.

..... (Signed)
..... (Contact Name)
..... (Position Title)
...../...../2019

OR

I wish to make the following comments/revisions to the outlined proposal:

Section/Page	Comment/Revision or Amendment Required



Perks
People
Solutions

Recruit. Develop. Prosper.

SOUTHERN MALLEE DISTRICT COUNCIL

CEO PERFORMANCE AND REMUNERATION REVIEW





Statement of Understanding

As stated in your email, it is our understanding that the Southern Mallee District Council would like to engage a suitably qualified and experienced HR Consultancy firm to facilitate a Performance and Remuneration Review for the CEO.

One of the issues with many performance review systems is that they are not tailored to the individual needs and wants of the organisation. At PPS we design and customise the review to meet your specific needs. We can customise the language used, the number and nature of the questions as, the scoring system and the participants.

Why Us?

Perks People Solutions - Helping you to create high-performing teams

Perks People Solutions (PPS) commenced as an entity in 2018, following the merger of Axia People with the Perks People & Culture division. Our point of difference is that we offer our clients a truly integrated recruitment and HR service. We are flexible in our approach, allowing our clients to utilise our services on their terms.

Recruitment Services

We truly believe that people are your most valuable asset. We will partner with you to ensure the recruitment of quality people and ongoing development of their skills and strengths - all with the purpose of creating prosperity for your business now and into the future.

HR Services

We provide you with pragmatic, contemporary and business-focused HR solutions to help you drive your business forward. Our tailored, personalised approach gives you complete control in aligning our services with your specific HR needs. We have recently partnered with the following South Australian regional Councils, delivering successful Recruitment and HR Solutions -





Our Process and Methodology

Below is a table which highlights the elements of the CEO Performance Review process -

TASK	METHODOLOGY
1. Identify the Purpose of the Review	<ul style="list-style-type: none"> • Facilitate a meeting with full Council to ensure that all parties are aligned.
2. Understand the Historical Perspective	<ul style="list-style-type: none"> • Review current Position Description, contract, KPIs / strategic goals • Review of the Strategic Plan and other key Council documents • Review of most recent Performance Reviews
3. Design Performance Review	<ul style="list-style-type: none"> • Work with the CEO and Council to customise the review to ensure the outcomes are met • Identify who will participate in the review • Design survey/ questionnaire to be used for Assessment • One of the issues with many performance review systems is that they are not tailored to the individual needs and wants of the organisation. At PPS we design and customise the review to meet your specific needs. We can customise the language used, the number and nature of the questions as, the scoring system and the participants • We can design a review that is appropriate for the current review period and the future review periods at this stage.



Our Process and Methodology

TASK	METHODOLOGY
<p>4.1 Execute the Review and produce Reports</p>	<ul style="list-style-type: none"> Using our online Survey tool, manage the review process with selected reviewers Create reports for the CEO and Council that highlights findings of the survey
<p>4.2 Set KPI's for Next Period</p>	<ul style="list-style-type: none"> Facilitate meeting with Council and the CEO to establish KPI's for the next review period
<p>5. Review</p>	<ul style="list-style-type: none"> Undertake review of the process with all participants and recommend any changes for the next review period (12 months)

Our Team



Matt Hobby - Director

Matt has been an executive recruiter and business manager for over 15 years, developing his skills both locally and internationally. Having worked for businesses such as Michael Page, Locher Human Resources, Talent2 and McArthur, Matt has worked on behalf of some of the world leading brands and organisations.

Matt has an in depth understanding of sectors such as Local Government, Financial and Professional Services, Not for Profit, Energy and Utilities, Aged Care and Health Care, Infrastructure and Property, Education, Agribusiness & Food and SME's. He has partnered with organisations to successfully recruit key leadership roles including Managing Directors, Chief Executive Officers, Partners, Chief Operating Officers, General Managers and functional heads of Finance, Sales, Marketing, Operations, Community, Economic Development, Human Resources and Infrastructure.

In addition to recruitment, Matt has also delivered and managed HR Consulting Services including the facilitation of CEO Performance Reviews, Employee Engagement Surveys, Organisational Restructures and Remuneration Reviews. In this time, he also delivered a full suite of outsourced Human Resources services for a range of organisations. This experience has seen Matt be asked to present at conferences and workshops on a range of HR topics such as the Future of Workplaces, Bold and Brave Recruitment and How to Improve the Performance Review process for Executives. Matt is committed to the integrity and professional standards of the recruitment industry, evident by his service to the Recruitment & Consulting Services Association (RCSA) where he was a national Board Director for 4 years and a Past President of the South Australian Council and a current Fellow of the RCSA.

Matt has a genuine interest helping leaders navigate the future of work and assisting them to adapt to increase productivity and engagement.

Outside of work, Matt enjoys spending time with his wife and three children and volunteers extensively for the Walkerville Junior Football Club.

Of particular relevance, Matt has facilitated in excess of 50 CEO Performance Reviews in Local Government and other sectors.



Our Team

Cecilia White - Director



With a background in legal practice, Cecilia has developed strong technical expertise in all matters relating to workplace law, including awards, contracts, disciplinary matters, investigations, equal opportunity and HR policy development. Her legal background is combined with her expertise across all areas of HR management and strategy, as well as significant experience in delivering workplace training.

With a proven ability to provide advice that is both technically sound and commercially pragmatic, Cecilia's focus is to develop strong partnerships with clients and work with them to manage risk and liability, ensure compliance, optimise performance and achieve positive outcomes for their organisation, however large or small. She strongly believes that prevention is better than the cure and that strong policies and contracts, early intervention and excellent communication are critical to ensuring effective people management.

Nadia Petruzzella - Recruitment Consultant



Nadia has over 13 years experience in the Recruitment/HR sector working within a variety of industries including Manufacturing, Not for Profit and Corporate sectors. She has completed a Graduate Diploma in Human Resource Management and Bachelor of Psychology. Nadia is driven to provide first class customer service for both clients and candidates, and is also passionate about promoting positive work environments.



Fee and Schedule of Payments

	Total Fee (excluding GST)
Completion of Review Design	\$1,500.00
Completion of Review and presentation of Final Report	\$1,500.00

All invoices are payable within 14 days from the invoice date.



Referees

NAME	POSITION TITLE/ ORGANISATION	CONTACT NO
John Schumann	Chair Maxima	0438 838 587
Peter Tsokas	CEO - Unley City Council	0412 782 002
Andrew Cameron	Chief Executive Officer CEO - Yorke Peninsula Council	0408 032 007



Doc No: OCORR5129-19
File No: 12/CONT/QUO/1

13 June 2019

Ms Katrina Bell
Payroll/Human Resources Officer
Southern Mallee District Council
Day Street
PINNAROO SA 5304

Dear Katrina

RE: CEO PERFORMANCE REVIEW PROCESS

Thank you for the opportunity to provide a proposal to undertake the process associated with the CEO Performance Review within your Council.

This is quite a succinct indication of the service we offer due to time constraints in providing this proposal, however I am confident it delivers adequate information to assist your Council in determining its merit.


The proposal is based on including a survey of all of your Council Members, along with your three Senior Managers and one member of staff, being the Coordinator. The CEO will also be invited to report against the Strategic Performance Goals determined at the time of his employment.

Based on the information provided and the Overview of the Review Process attached, the proposed cost for Mid Murray Council to perform a CEO Performance Review is \$3500. This includes two visits to your office (that may be to attend meetings or meet with relevant Officers/CEO/Mayor etc).

The proposal is flexible as I understand you may prefer to present the relevant information including results of the survey and summation to the Members yourself. Should attending your office not be required the proposed cost is \$2500.

I do hope this meets your requirements. Should you need any further information, please don't hesitate to contact me

Kind Regards


Deb Brokenshire
Director People & Culture

All correspondence to PO Box 28, Mannum SA 5238 ABN 88 313 305 455
Email postbox@mid-murray.sa.gov.au Web www.mid-murray.sa.gov.au

PRINCIPAL OFFICE
49 Adelaide Road, Mannum, SA
Telephone: (08) 8569 0100
Facsimile: (08) 8569 1931

Development & Environmental Services
Main Street, Cambrai, SA
Telephone: (08) 8564 6020
Facsimile: (08) 8569 1931

Morgan & Districts Community Hub
Cnr Fourth & Eighth Street, Morgan, SA
Telephone: (08) 8540 0060
Facsimile: (08) 8569 1931



OVERVIEW OF REVIEW PROCESS

Performance Evaluation is an important process that assists in recognising good, or inadequate performance. It also encourages continual improvement and mutual strategies between the CEO and Council. Identifying where improvement is possible, and to align goals and strategies is an integral part of this process

1. Chief Executive Officer (CEO) reports against Strategic Performance Goals (SPGs).
2. Individually and independently, the Council Members, three Senior Managers and Coordinator rate the performance of the CEO.
3. CEO submits a self rating.
4. All participants scores are consolidated and first draft of the final report is presented to the CEO Performance Review Committee (CPRC) to discuss and consider overall ratings.
5. The CPRC consider the final ratings and any further comments are documented
6. CEO is provided with a copy of the draft report for review and comment.
7. The CEO meets with the CPRC for discussion and feedback.
8. The CPRC and CEO agree to Strategic Performance Goals for forthcoming year and appropriate financial remuneration.
9. Final report completed including:-
 - (a) Final ratings and specific comments against each KRA's and KPI's.
 - (b) Comments on achievement levels against the Strategic Performance Goals set for the review period.
 - (c) Strategic Performance Goals set for the next review period.
10. A report is written providing comments by the Mayor on behalf of the CPRC and CEO and is submitted confidentially to Council.
11. Once considered by Council and signed by all parties, the Final Report then becomes the official record of the completed CEO Performance Review.



KEY RESULT AREAS (KRAs)

The CEO's Performance Review covers 8 Key Result Areas relevant to the position that are considered critical in the performance of the CEO

- 1 Strategic Planning
- 2 Financial and Asset Management
- 3 Economic Development
- 4 Leadership and Management
- 5 Human Resource Management
- 6 Community Development
- 7 Public Relations and Relationships
- 8 Personal Competencies

Rating Scale

The below rating scale is used within the Performance Review

Rating	Description
1	<u>Unsatisfactory</u> – performance consistently fails to meet requirements.
2	<u>Needs Improvement</u> – major requirements are usually met, but some shortcomings in performance.
3	<u>Satisfactory</u> – performance meets expected requirements.
4	<u>Excellent</u> – often exceeding requirements.
5	<u>Exceptional</u> – performance consistently exceeds requirements. The Chief Executive Officer constantly achieves extremely high performance standards.
N/A	Unable to rate performance.



14th June 2019

Private & Confidential

Southern Mallee District Council
Day St, Pinnaroo, SA 5304
Via email:
Katrina Bell: Katrina.Bell@southernmallee.sa.gov.au

Dear Katrina,

Re: Proposal for the provision of Chief Executive Officer's Annual Performance Review – Mallee District Council

Please find following AME Recruitment's proposal for the provision of the Annual Performance Review of the Chief Executive Office ("CEO") of Southern Mallee Council.

AME Recruitment works with a number of Local Government Organisations and CEO's on an ongoing basis undertaking similar performance reviews (as well as key Local Government recruitment assignments).

AME Recruitment has worked with the following Local Government Entities to undertake CEO Performance Reviews in the past 18 months including :

- Burnside City Council;
- City of Onkaparinga;
- Wakefield Regional Council;
- Eastern Health Authority;
- Kingston District Council;
- District Council of Robe;
- City of Mount Gambier;
- Limestone Coast Local Government Authority;
- Naracoorte Lucindale Council;
- Regional Council of Goyder;
- City of Victor Harbor;
- Light Regional Council.



The Professional Fee quoted covers all work and meeting attendance required to achieve the objectives of the annual CEO Performance Review and all subsequent meetings to support the Council to understand the outcomes reported and plan meaningful objectives for the coming year.


It is proposed that Adam Kennedy, Director of AME Recruitment, will act as the Independent Consultant for all aspects of the CEO's Performance Review.

Please do not hesitate to contact the undersigned should you have any questions.

Yours sincerely
AME Recruitment Pty Ltd

A handwritten signature in black ink, appearing to read 'Adam Kennedy', is written over a light blue horizontal line.

Adam Kennedy
Director
08 8228 3800
0412 615 458
a.kennedy@amerecruitment.com.au



Southern Mallee Council
Chief Executive Officer's
Annual Performance Review



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Needs Analysis

The Southern Mallee Council is managed on a day to day basis by the Chief Executive Officer, Jason Taylor, who works closely with all staff and the Elected Body of Southern Mallee Council.

The contract of employment under which the CEO is employed contains the requirement that a formal annual performance review to be undertaken at or around the anniversary date of the CEO's employment. At this time the annual salary package of the CEO is usually also reviewed.

The purpose of the review process is to provide feedback and recommendations to the Council and the CEO on matters related to the Chief Executive Officer performance by:

- Reviewing the CEO's performance over the preceding twelve months, in particular her performance against the Key Result Areas (KRAs);
- Providing all relevant performance related feedback to the CEO;
- Undertaking a review of the CEO's KRAs to ensure they remain relevant and aligned to Council's strategic objectives for the coming performance year;
- Determining the CEO's remuneration for the following twelve months;
- Consider any other related matters that may arise from the review.

The attached document outlines:

- Scope of Work
- Overview of AME Recruitment
- The consultant(s) to be used and their experience
- AME's experience.
- The proposed process and cost.
- Timeline and References.



Scope of Work

AME Recruitment understands that scope of work for this assignment is as follows:

This review is expected to be undertaken with reference to the CEO's contract and those who work closely with the CEO.

The data / comments collected from all respondents will remain anonymous. A series of questions will be asked of respondents and they will have the opportunity to provide scores and comments in regard to each question. Questions will cover the CEO's Position Description requirements and cover the 2018/2019 Key Result Areas. The survey will also provide a general comments section for respondents to add any general comments.

The Review process is conducted by the Elected Body who will act as the CEO Performance Review Panel ("The Panel") with the assistance of the Independent Consultant. The following are the proposed steps:

- Establish and agree on documentation and timeframes for the performance review process;
- The CEO will provide the Elected Body with an overview of her and the organisations achievements from the preceding 12 months at a Council Meeting / Workshop. The Elected Body will be given the opportunity to ask questions of the CEO in regard to her presentation. Adam Kennedy from AME Recruitment will be in attendance at this meeting.
- AME Recruitment will facilitate the collation of all qualitative and quantitative data collected from the performance review survey;
- Adam Kennedy from AME Recruitment will prepare a draft report that provides the responses in data form with relevant graphs, and includes analysis of the results and what they mean (a summary paragraph) and provide a summary of the comments;
- A meeting will take place with the CEO to debrief her on the draft report; the CEO will be asked to provide any relevant feedback;
- Adam Kennedy from AME Recruitment will undertake a comparative analysis on the CEO's remuneration with recommendations for the Elected Body to consider in conjunction with the final performance report;
- At a formal Council Meeting the Elected Body and CEO will discuss the performance review report, the remuneration review report, review recommendations and approve these three aspects of the review.

AME Recruitment's quotation includes the provision of face to face meetings with Elected Body and the CEO.



About 'AME Recruitment Pty Ltd'

AME Recruitment is where "Aspiration Meets Excellence" – an underpinning ethos we work hard to deliver equally to both our clients and our candidates.

AME Recruitment has been providing "People Solutions and Solutions for People", operating as a respected boutique Executive Recruitment consultancy since it was started in 2001.

Recruitment is more than a transaction as people are individuals and as such we build business partnerships with our client organisations so we know we can exceed their people needs. By being equally committed to our candidates we assist them to build their careers.

Service is an experience, one that must be exemplary for both the client and the candidate. This high level of our service is why we have many loyal clients some with relationships extending over 16 years.

By establishing strong business partnerships, we have successfully recruited for a range of businesses, varying from small private companies to large publicly listed companies, as well as many Local Government and Not for Profit organisations.



The Consultants

The key AME Recruitment staff who will be responsible for undertaking the review are:

- **Adam Kennedy, B Comm, B Econ, Grad Dip Marketing, MBA, Director of AME Recruitment Pty Ltd**
- **Jodi Conlin, Manager of AME Recruitment Pty Ltd**

In addition to this, all AME Recruitment staff are briefed each day on the status of all active assignments.

Adam Kennedy, B Comm, B Econ, Grad Dip Marketing, MBA, Director of AME Recruitment Pty Ltd

Adam joined the Executive Recruitment and Consulting sector more than 12 years ago following a successful 14 year career in the corporate sector. His success in the corporate sector was underpinned by the ability to recruit, develop and lead highly motivated and driven teams many of whom were recognised for over achieving targets and over delivery of corporate sales and branding objectives. He worked in a number of industries including wine & spirits, FMCG, financial services and manufacturing and in a number of roles including Decision Support Manager, Trade Marketing Manager and Sales Operation Manager.

Adam's move into recruitment has given him the opportunity to assist various clients to recruit and retain high performing candidates who contribute towards high performing teams.

His recruitment expertise and experience cover a wide range of roles both in commerce and government (both state and local) and he has assisted clients to recruit various roles from CEO's, General Managers, Financial Controllers through to Asset Planners, Financial Accountants and Project Managers. Additionally, Adam has undertaken numerous consulting and advisory briefs covering performance and cultural reviews and reporting.

Adam has also been the Chairman of a state and national "not-for-profit" philanthropic board and has been a Director of a national grant making medical research organisation.



The Consultants continued...

Jodi Conlin, Manager of AME Recruitment Pty Ltd

With more than 16 years of experience in health practice management Jodi has lead teams of dedicated staff and has been responsible for the day to day operational management on behalf of partners, as well as the HR and operational management of the office and finance staff.

With extensive experience working in the healthcare sector, both in office management and practice management roles, she has gained qualifications in mental health and counselling, along with skills in administration and medical recruitment.

Jodi has owned and managed her own business in Allied Health and now as the Manager of AME, Jodi is well equipped in building long term business relationships.

Jodi has brought to AME her ability to see system and process improvements, along with service offerings as an added value to our clients and an intense level of confidentiality through business dealings. She is well respected for her caring, honest and diplomatic approach which brings out the best of any situation with both partners, clients and candidates.



AME’s links to the Local Government Community

AME Recruitment has a long and proud association with Local Government and has supported the Local Government sector through many years of sponsorship of:

- The Local Government Association
- LGMA Emerging Leader Award
- LGMA Future Leaders Conference
- SALG Finance Managers Group
- LGMA Emerging Leaders Networking Series



AME Recruitment’s Support of South Australia’s Brand

AME Recruitment is an active member of Brand SA. We subscribe to the State Brand and maintain Platinum Membership (previously called Foundation Membership) to Brand SA. This membership gives us access to the CEO and Senior Management team of many South Australian businesses. Annually Brand SA runs the Fastest 100 Competition which aims to identify the fastest growing 100 businesses based in SA (judged on profit improvement over a 3-year period).

The benefits of membership are many – but one of the key benefits for AME Recruitment is the opportunity to network with leaders in South Australian Business – CEO’s, Directors and Senior Managers. This networking ensures we can access a ready pool of Executive Managers with commercial experience – add this to our networks in Local Government and the Not for Profit Sector, and we have good coverage of the SA Market – regardless of the role or sector being sought.





Experience in Similar Work

AME Recruitment has worked closely with many Local Government Councils and the Local Government Association of South Australia on Performance Reviews and Salary Benchmarking exercises. Recent examples of our support to Performance Review Committees and other relevant examples include:

- Adelaide Hills Council – CEO Performance Review: 2011 and 2012.
- Adelaide Hills Regional Waste Management Authority: EO Performance Review: 2014.
- Alexandrina Council – CEO Performance Review: 2012.
- Campbelltown City Council – CEO Performance Review: 2010 to 2016.
- Campbelltown City Council – Whole of Council Climate Survey: 2007 to 2015.
- City of Charles Sturt – CEO Performance Review: 2008 and 2009.
- City of Mitcham – CEO Performance Review: 2008 to 2015.
- City of Mount Gambier - CEO Performance Review: 2013 to 2016.
- City of Onkaparinga – CEO Performance Review: 2010 to 2012 and 2015 and 2018.
- City of Prospect – CEO Performance Review: 2006 to 2015.
- City of Prospect – 4 x Directors Performance Review: 2013.
- City of Playford – CEO Remuneration and Contract Review: 2015.
- City of Tea Tree Gully – CEO Performance Review: 2010 to 2012.
- City of Unley – CEO Performance Review: 2012 to Present.
- City of Victor Harbor – 2017.
- District Council of Barunga West – CEO Performance Review: 2008 and 2011.
- District Council of Grant: 2013 to 2015.
- Eastern Health Authority: 2015 to 2017.
- Kingston District Council: 2017 & 2018.
- LGA – CEO Performance Review & Salary Benchmarking Exercise 2009 to 2015.
- Light District Council - CEO Performance Review & Salary Benchmarking Exercise 2017
- LGA – Whole of State Salary Benchmarking Exercise: 2004, 2009, 2011 to 2015.
- Naracoorte Lucindale Council – CEO Performance Review – appointed 2016 – 2019
- Tatiara District Council – CEO Performance Review: 2012 to 2015 & 2018.
- Town of Gawler – CEO Performance Review: 2013 to 2016.
- Limestone Coast Local Government Association – EO Performance Review: 2013 – 2017
- Wakefield Regional Council – CEO Performance Review: 2013 to 2015, 2017 & 2018.




Proposed Fee

The proposed fee for undertaking all steps outlined above is **\$3,000 + GST**. This fee is fixed and covers all aspects of the review including travel, accommodation and any additional meetings required to complete the review.



Referees & Examples of Past Work

Referee 1	
Client Name:	City of Mount Gambier
Address:	10 Watson Terrace Mount Gambier SA 5290
Contact Name:	Mark McShane - CEO
Nature of service:	CEO Performance Review, Contract Renegotiation and KPI Review. Recruitment of Human Resource Manager, General Manager City Growth; General Manager City Infrastructure, General Manager Community Wellbeing; General Manager Council Business Services & Economic Development Manager.
	
Date of work (from – to/current):	HR Manager – mid 2016; General Managers (4 of) February 2017; Economic Development Manager April 2017; Library Manager August 2017; Manager Finance & Customer Service September 2017; CEO Performance Review and Contract Review 2015 – 2017 & ongoing.
Telephone:	0417 848 892

Referee 2	
Client Name:	District Council of Yankalilla
Address:	1 Charles Street Yankalilla SA 5203
Contact Name:	Nigel Morris – CEO
Nature of service:	Recruitment of CEO (candidate)
Date of work (from – to/current):	2015
Telephone:	0417 280 640



Referee 3	
Client Name:	District Council of Yankalilla
Address:	1 Charles Street Yankalilla SA 5203
Contact Name:	Mayor Glen Rowland
Nature of service:	Recruitment of CEO – Nigel Morris
Date of work (from – to/current):	2015 - 2016
Telephone:	0419 616 704



Referees cont.....

Referee 4	
Client Name:	Naracoorte Lucindale Council / Limestone Coast Local Government Association
Address:	Smith Street Naracoorte SA 5271
Contact Name:	Mayor Erika Vickery – Naracoorte Lucindale Council / Chair – Limestone Coast LGA
Nature of service:	CEO Performance Review (Naracoorte Lucindale – 2016 to 2019) & Limestone Coast LGA EO Performance Review – 2015 to 2018. Recruitment of CEO – Naracoorte Lucindale (twice 2011 and 2017); Recruitment of CEO Limestone Coast LGA (twice – 2013 and 2015).
Date of work (from – to/current):	2013 to Current (appointed to 2019 for annual CEO Performance Review)
Telephone:	0427 621 133

Referee 5	
Client Name:	City of Marion
Address:	245 Sturt Road, Sturt SA 5047
Contact Name:	Adrian Skull
Nature of service:	CEO Recruitment 2012 as a candidate and 2015 as a client.
Date of work (from – to/current):	2012 – 2015
Telephone:	0421 100 176

Referee 6	
Client Name:	Eastern Health Authority
Address:	101 Payneham Road St Peters SA 5069
Contact Name:	Mick Livori
Nature of service:	Annual CEO Performance Review.
Date of work (from – to/current):	2015 – 2018
Telephone:	0400 102 077



Referees cont.....

Referee 7	
Client Name:	Town of Gawler
Address:	Adelaide Road, Gawler
Contact Name:	Henry Inat
Nature of service:	CEO Performance Review 2015 & 2016; Senior Managers Performance Review 2014 & 2015, recruitment of Manager, Infrastructure Planning.
	
Date of work (from – to/current):	2014 – Present
Telephone:	0403 060 779

Referee 8	
Client Name:	Kingston District Council
Address:	Kingston
Contact Name:	Andrew McDonald
Nature of service:	CEO Performance Review 2017/2018.
	
Date of work (from – to/current):	2017 – Present
Telephone:	0408 809 712



Value Delivered

The Annual Performance Review ensures Council meets its obligation to objectively review the CEO's performance and salary under the terms of the CEO's Contract of Employment.

In all cases a pre-agreed survey tool is utilised to gain a complete picture of the CEO's performance in a wide variety of environments. The CEO is able to present a "snapshot" of achievements made over the past 12 months and this document often forms the basis for planning for the coming 12 – 24 months.

The annual performance review also provides the Elected Body a means to formally review the performance of the CEO, establish KRA's and KPI's for the coming 12 months and set in place an agreed method for measuring the priorities of Council.

Additionally, the KRA's and KPI's established for the CEO are logically pushed down to Councils Senior Managers and Managers and hence ensure congruence between the objectives of Council expressed through the CEO and the priorities and areas of focus for all Council Staff responsible for the development and leadership of people.

In summary, the Annual Performance Review delivers value by delivering congruence, objective measurement and review, establishment of Council wide priorities and ensuring legal compliance with the CEO's contract of employment.

17 URGENT BUSINESS

The inclusion of matters at a meeting on which there has been no public notification, no relevant report from officers and possible subsequent decisions of Council is not in keeping with the provisions or the tenor of the Act. The practice should be restricted to matters of urgency. The Regulations provide that a member may, with leave of the meeting, raise a matter of urgency. In most circumstances it would be the principal member who seeks leave to introduce an urgent matter to the meeting. Late items that the meeting does not resolve to be a matter of urgency should be deferred to the next meeting or a special meeting to allow time for public notification of the matter and for relevant input from officers and due reading time and consideration by members.

Nil.

18 MEETING CLOSED AT 9.00PM

These minutes are to be taken as read and confirmed at the meeting of Council on Wednesday 17 July 2019.

MAYOR CR

DATED Wednesday 17 July 2019