

## 5.1 CEO PROBATION REVIEW

Responsible officer: Katrina Bell, Coordinator Organisational Development

- Attachments:
1. 360 Degree Feedback Report
  2. 360 Degree Feedback Survey Report - Appendix A
  3. CEO Position Description - Key Result Area - Self Assessment
  4. CEO Position Description - Dec 2023

<b>Section under the Act</b>	The grounds on which part of the Council or Committee may be closed to the public are listed in Section 90(2) & (3) of the <i>Local Government Act 1999</i> .
<b>Sub-clause and Reason:</b>	(a) - information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

### Executive Summary

Council is required to review the performance of the Chief Executive Officer (the "CEO") prior to the end of the probationary period. The purpose of this report is to enable Council to consider a final report on the CEO Performance Review Panel's (the "Panel") recommendations in relation to the CEO's probationary period review. As a component of this report, Mel Blondell will present the results of the probationary review survey.

The CEO has also provided a self-assessment against the Key result Areas of the CEO Position Description.

### RECOMMENDATION

That the CEO Performance Review Panel:

1. Receives and notes the contents of the report.
2. Receives and notes the *360 degree Feedback Results* report and survey results, as contained in Attachments 1 and 2.
3. Receives and notes the *CEO Key Result Area Self-Assessment*, as contained in Attachment 3
4. Recommend to Council (one of the following options or a variation):
  - (a) That the CEO has successfully completed his probationary period and endorses his ongoing employment.
  - (b) That the CEO has successfully completed his probationary period and endorses his ongoing employment subject to entering a Training & Development Plan to address performance issues that have been raised through the probation review.
  - (c) That the CEO has not been successful in his probationary period and is advised that his employment will not be ongoing.

## Background

The Employment Agreement (the “Agreement”) between the Council and the CEO, Lachlan Miller, commenced on 3 October 2023 with a probationary period in place for the first six months.

The Council established the CEO Performance Review Panel by way of resolution on 15 November 2023 made up of the Mayor, Deputy Mayor and Cr Campbell Michell. As per clause 2.2 of the Terms of Reference, the purpose of the Panel is to provide advice on various matters relating to the employment of the CEO, including performance and development.

At the Council meeting on 20 December 2023, Council authorised the Coordinator Organisational Development to engage an external consultant to facilitate the probation review via a survey. Mel Blondell from Red Seed Productivity Strategists was appointed to do this.

The *360 degree Feedback Results* survey was developed based on the recently adopted Position Description and Performance Criteria and was open from 23 February and closed on 4 March 2024. The survey respondents were the Council Members, the CEO’s Executive Management Team, and the CEO. The Report containing the summary of results from the survey is at **Attachment 1** and the full results (Appendix A to the Report) are contained in **Attachment 2** and will be presented by Mel Blondell.

In addition to participating in the survey, the CEO has prepared a self-assessment (**Attachment 3**) against the Key Result Areas contained in the CEO Position Description, which is provided as **Attachment 4**. Together these items will formulate the basis for the Panel to make their recommendation on the outcome of the review.

## Context

The CEO’s Employment Agreement (the “Agreement”) includes the following clause relating the CEO Probation Review.

### 4. PROBATIONARY PERIOD

- 4.1 *The Parties agree that the Chief Executive Officer's employment is subject to a probationary period of six (6) months from the Commencement Date.*
- 4.2 *The Council must review the Chief Executive Officer's performance in the position prior to the end of the probationary period **and** record its assessment in writing. A copy of that written assessment is to be provided to the Chief Executive Officer.*
- 4.3 *If the Council determines in its written assessment that the Chief Executive Officer's performance has not met expectations and requires improvement, the Council may determine to extend the probationary period for a period of up to three (3) months.*
- 4.4 *At any time during the probationary period (including any extended period as determined pursuant to clause 4.3), either Party may terminate the employment by giving no less than two (2) weeks' notice to the other Party.*
- 4.5 *If the Council terminates the employment of the Chief Executive Officer during the probationary period in accordance with clause 4.4, it may elect to pay the monetary equivalent to the Chief Executive Officer in lieu of the notice period.*
- 4.6 *The Parties agree that the probationary period (including any extended period as determined pursuant to clause 4.3) and the provisions of this clause are fair and reasonable.*

## Policy and statutory implications

The Council has contractual obligations they must meet in relation to the Agreement.

### Disclosure of CEO's Interests

At its 15 November 2023 meeting, Council considered a report in relation to the CEO's interests, under Section 120 of the Act, and resolved as follows:

#### **8.6 APPROVAL FOR CEO TO ACT IN RELATION TO INTERESTS**

**MOVED COUNCILLOR CHRIS MEAD  
SECONDED COUNCILLOR LUKE KENNEDY**

That Council:

1. Receives and notes the content of this report.
2. To acknowledge the disclosure of interests contained in this report and to authorise the Chief Executive Officer, Mr Lachlan Miller, to act in the course of his official duties in relation to the following matters/entities:
  - (a) Preparation and endorsement of the Council's suite of Human Resource Policies;
  - (b) Matters relating to the CEO Employment Agreement, specifically probationary period (clause 4), performance criteria (clause 10), performance review (clause 11), Total Employment cost package review (clause 13), work-related expenses (clause 14), and professional development (clause 17); and
  - (c) Matters relating to the Council-owned house at 18 Hensley Street Pinnaroo, of which the CEO is a tenant.

**CARRIED.**

The above resolution, specifically 2(b), is pertinent given that the Panel is likely to seek comments from the CEO while considering this report.

### **Issues**

Any delays in deciding on the outcome of the probation review, may risk Council not meeting the 3 April deadline for the completion.

If the CEO's employment is will not be ongoing, Council will need to undertake a new recruitment process to fill the role of the CEO.

### **Alternate options**

The Council are required to make a determination for the CEO's probation period.

### **Financial implications**

Depending on the outcome of the probation review, there may be financial costs associated with recruitment or training and development needs.

### **Work Health and Safety and Risk implications**

There are no direct work health and safety implications associated with this report. However, there are legal and industrial risk implications associated with matters raised in this report.

**Consultation**

The CEO and Mel Blondell have been consulted in relation to this report.



# 360 Degree Feedback CEO Probation Review

for

Southern Mallee District Council



## Document Management:

Version	Date Released	Author	Released by
1.1	7 March 2024	Mel Blondell	Mel Blondell

Is this a controlled document? Yes

Is this a confidential document? Yes

If so who is permitted to read this document?

- Elected Members of Southern Mallee District Council
- Katrina Bell
- Lachlan Miller
- Individuals and organisations authorised by the above

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## Overview & Methodology

RedSeed Productivity Strategists (RedSeed) was engaged by the Southern Mallee District Council to facilitate a probation review process for the CEO, Mr Lachlan Miller. Mr Miller has been in the position of CEO for approximately 6 months.

Upon commencement in his role, Mr Miller (CEO) agreed to several Key Performance Indicators (KPI) for the 6-month period. The focus of the 360-degree survey was to assess performance against these KPIs, and to assess general leadership capability.

### Key Performance Indicators

Develop and maintain a collaborative, open and engaged working relationship with the Council Members
Ensure 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 the Administration
Ensure the Council Members are provided with an acceptable cycle of reporting actions that indicate the status, success and effectiveness of all operations and major projects
Ensure that effective communication and working relationships exist between the Council Members and the Administration, including attending meetings and regular and effective communication processes
Provide professional, thorough, and objective advice to Council Members
Remain up to date in regard to legislative and other major developments affecting local government and advising Council Members as to the ramifications.
Support and encourage an environment where Council Members and employees work together to create best practice services for the community.
Drive high performance standards across all operational areas and encourage ownership, dedication, integrity, professional growth and continuous improvement
Liaise with the community, business and regional groups to assist in the achievement of Council's objectives
Develop and activate effective community consultation and engagement strategies to foster a positive reputation and to ensure Council activities and initiatives are appropriately promoted and communicated
Initiate and respond to media so that the Council is positioned as a progressive and responsive entity
Provide input to any commonwealth, state or local government initiatives affecting the Council area ensure the development of the local economy and community
Lobby the various arms of government and other stakeholders on behalf of the community
Represent the Council at appropriate events to maintain, and if necessary, enhance the Council's public profile within the community and amongst stakeholders
Ensure annual and long term financial plans are prepared, monitored and controlled

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Ensure monitoring and control of budgets including variance analysis and reporting to the Council
Ensure long term asset management plans (community and corporate) are in place and closely monitored
Ensure the efficient and effective management and monitoring of the Council's revenue and expenditure
Ensure Annual Business and other relevant strategies and plans are prepared to implement Council's Strategic Management Plan
Ensure continuous review of the progress in attaining the objectives of Strategic Management Plans
Support and encourage an environment where Council Members and employees work together to create best practice services for the community
Drive high performance standards across all operational areas and encourage ownership, dedication, integrity, professional growth and continuous improvement
Improve the performance of the Council by proactively embracing best practice and continuous improvement initiatives
Ensure regular reviews of policies, procedures, authorities, controls, workplace agreements, delegations, authorities and systems

To assess the CEO's performance against these KPIs anonymous feedback was sought from two groups of relevant stakeholders, hereon referred to as raters. These included:

- Council Staff Members (N=5)
- Elected Members (N=7)

All invited Council Staff Members raters responded providing a 100% response rate from this group. All but one Elected Member responded. The overall response rate was 92%.

The feedback from the raters was aggregated to ensure anonymity, to produce trend insights for each group, and to allow comparison of the results between the groups. The CEO participated in a self-assessment and the results from his responses are also compared to the two groups.

A survey was designed using the 5 KPIs shown at Table 2 and each respondent (raters and the CEO) was asked to use the following scale to rate his performance against each of the components of the KPIs:

Rating Scale

- 1 Poor – does not meet expectations
- 2 Fair – has somewhat met expectations
- 3 Good – met expectations
- 4 Very Good - exceeds expectations
- 5 Outstanding – greatly exceeds expectations
- N/A Unable to rate

Note: The rating scale was not revealed to Mr Miller before the survey was released and at commencement of the survey upon receiving access to the scale, he reported his objections to the terminology in the scale. This was regarding the references to meeting (or otherwise) expectations.



He would have preferred for this not to be included in the rating scale, and the simpler labels of Poor to Outstanding to have been used. Unfortunately, as the survey had already been deployed to raters at that time, it was unable to be changed.

An important premise of a 360 Degree Feedback process is that feedback is provided anonymously and confidentially. To ensure this, an online portal was used to collect the feedback. Raters were allocated to one of two groups based on their role and relationship to the CEO, each group having enough raters to ensure that no inferences on individual responses could be made.

Raters were provided with an opportunity to make comments after their response to each question.

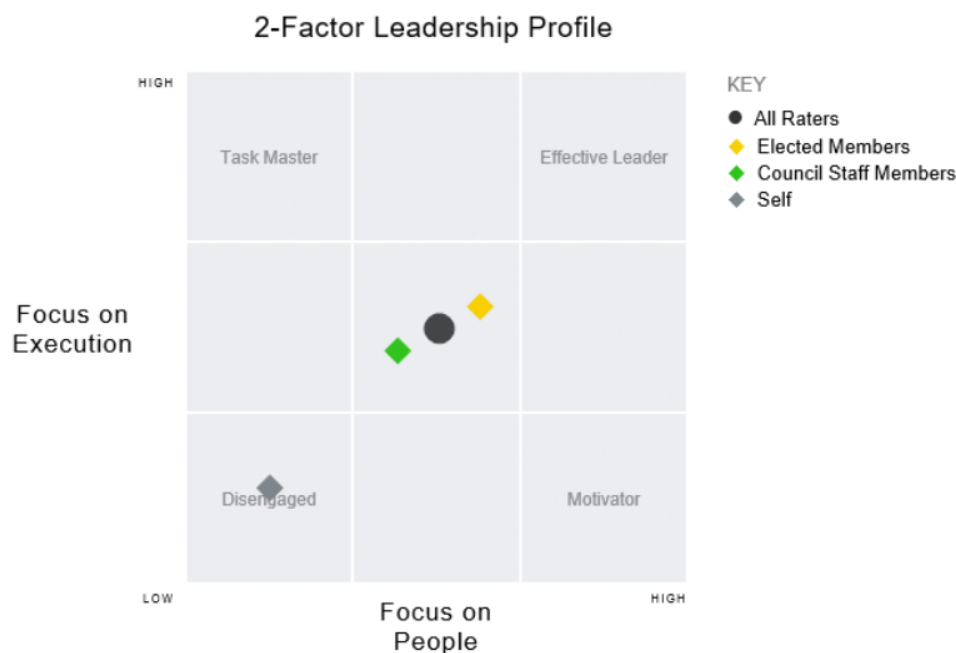
Individual ratings for each question cannot be viewed, the results are aggregated to the groups and only whole of group ratings are reported.

## Results

### Two Factor Leadership Profile

This profile is a statistically derived overview of leadership style based on the two primary factors of leadership. Regardless of whether leading an organisation, managing a team, or working as an individual contributor, these factors are fundamental. The most effective leaders (upper right) achieve a balance between working with people and achieving bottom-line results.

The reference data does not include the KPIs specific to this role in this organisation.



The results on this graph show that the raters indicated that the CEO is as oriented to task as he is to people. The CEO has consistently rated himself lower than the respondents, showing that he might not be adequately recognising his strengths and successes. This has put the plotting of his result in the lower left corner of the graph. Whilst the label marks this quadrant as “Disengaged” a discussion with the CEO is required before making this assumption. The individual responses in his survey indicate that he rates himself as “Good” which would not lead to an assumption of disengagement.



The table below show the questions on which the raters disagreed with the CEO by a margin of at least a raw score of 1. There are no items where the CEO rated himself higher than the raters, only instances where the raters assessed his progress and/or capability as higher than he assessed himself.

**Unrecognized skills (self rating lower than others' ratings)**

	1	2	3	4	5	SELF	OTH	GAP
<b>Character</b> – Consistently demonstrates honesty and openness.						3.0	4.1	1.1
<b>Key Performance Indicator</b> – Ensure that effective communication and working relationships exist between the Council Members and the Administration, including attending meetings and regular and effective communication processes						3.0	4.1	1.1
<b>Key Performance Indicator</b> – Remain up to date in regard to legislative and other major developments affecting local government and advising Council Members as to the ramifications.						3.0	4.1	1.1
<b>Key Performance Indicator</b> – Provide professional, thorough, and objective advice to Council Members						3.0	4.0	1
<b>Interpersonal</b> – Listens effectively						3.0	4.0	1

**Category Scores**

This section shows the scores from each group compared to the CEO for each category. Note, that "Self" results are not included in the "All Raters" data.

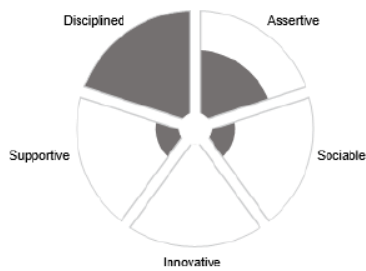
The results show that the average of all responses in all categories is at least a rating of 3 – Good, met expectations. The CEO has performed especially well in the category of Character which is an important attribute for any leader. In this section he rated himself as a 3, whereas the rater's responses were closer to a 4 (Very Good, exceeds expectations).

His capability in this area is further evidenced by from the data shown in the Interpersonal Style graph (page 8) that others find the CEO to be a supportive person, much more so than he gives himself credit for. This graph also shows that he perceives himself to be highly disciplined and this aligns with the perception of others.

Another area of strength is shown in the scores for Execution, where he achieved an average of 3.7 but a score of 3.9 from the Councillors. Again, aligning with the insights provided by the interpersonal style data, as a disciplined approach is required in order to complete task and achieve outcomes.



**Interpersonal Style**



You see yourself as...

- 1 **Disciplined** - Dependable, disciplined, goal-driven, attentive to details, preference for planned behavior and predictability
- 2 **Assertive** - Strong-willed, competitive, dominating, prefer to control and influence situations, events, and relationships



Other people see you as...

- 1 **Disciplined** - Dependable, disciplined, goal-driven, attentive to details, preference for planned behavior and predictability
- 2 **Supportive** - Concern for others, high level of empathy, prefer cooperation over competition, enjoy helping others

**Scores by Category**

The information contained in the following tables show that the CEO is performing at a rating of 3 (Good, met expectations) or above in all areas, trending towards the rating of 4 (Very Good, exceeds expectations), giving an average score between these two ratings.

**Knowledge & Strategy**

	1	2	3	4	5	AVG	%ILE
All Raters						3.8	46
Elected Members						3.8	46
Council Staff Members						3.8	46
Self						3.0	8

**Character**

	1	2	3	4	5	AVG	%ILE
All Raters						3.9	57
Elected Members						4.1	65
Council Staff Members						3.8	48
Self						3.0	8



### Interpersonal

All Raters		3.6	40
Elected Members		3.8	57
Council Staff Members		3.3	28
Self		3.0	10

### Clarity & Purpose

All Raters		3.6	43
Elected Members		3.7	51
Council Staff Members		3.5	36
Self		3.0	10

### Execution

	1	2	3	4	5	AVG	%ILE
All Raters						3.7	47
Elected Members						3.9	58
Council Staff Members						3.6	37
Self						3.0	8

### Key Performance Indicator

All Raters		3.5	-
Elected Members		3.7	-
Council Staff Members		3.4	-
Self		3.0	-

### Key Performance Indicators

The KPIs for this specific role are important indicators in assessing CEO performance during the probation period. Whilst not all KPIs are expected to be met at the 6-month mark, reasonable progress should be visible.

The frequency distribution data is particularly useful in gaining insights into the perceptions of each group of raters, regarding the CEO's performance against these criteria. As with all the categories, the CEO consistently performs at or above a rating of 3 as an average. However, the frequency distribution data will show where there might be opportunities for improvement with specific stakeholder groups. For example, in response to the KPI "Lobby the various arms of government and other stakeholders on behalf of the community, the majority are rating 3 or 4, however there is one Elected Member and one staff member who are less convinced of the progress against this KPI.



Lobby the various arms of government and other stakeholders on behalf of the community	<b>All Raters</b>	1	1	6	2	-	2.9
	Elected Members	1	-	3	1	-	2.8
	Council Staff Members	-	1	3	1	-	3.0
	Self	-	-	1	-	-	3.0

In another example, the KPI of providing advice to the Council Members, whilst the overall average of 4 is excellent, it is worth noting that 3 Elected Members have rated the CEO as outstanding in this area.

Provide professional, thorough, and objective advice to Council Members		1	2	3	4	5	AVG
	<b>All Raters</b>	-	-	3	5	3	4.0
	Elected Members	-	-	3	-	3	4.0
	Council Staff Members	-	-	-	5	-	4.0
	Self	-	-	1	-	-	3.0

The full data set is available for review at Appendix A.

**Comments**

In addition to rating the CEO with a score against each of the survey questions, raters had an opportunity to add comments. The full details are available at Appendix 1 and it should be noted that they were overwhelmingly positive, referencing many successes since the CEO’s appointment.

**Conclusions**

In summary, the results of this survey show that the CEO is performing well against the KPIs for his role, and more generally as a leader in the organisation. With the average of all results for questions and categories being at a 3 (Good, meets expectations) there are no specific areas of concern highlighted by the data.

One of the benefits of this exercise is that it provides honest feedback to improve planning for improvement and professional development. The ideal approach is for the participant to review the responses to the individual questions in conjunction with the frequency distribution data to identify any areas that they might wish to focus on. To assist with this, a debrief session examining the data in the report attached at Appendix A with the CEO is recommended.

It can be a useful exercise for the participant to debrief with their raters. In this case, the Committee and the Council will receive a report and debrief, but the other raters may not be included in these processes. A debrief with direct, indirect, or external raters does not need to be detailed but can be as simple as thanking them for their time and honest feedback, highlighting one or two key insights that the participant has taken from it, and may include sharing any actions they intend to take for their professional development.



I look forward to providing further information to the Committee in due course but please do not hesitate to contact me if you have any questions in the meantime.



7 March 2024

Any queries regarding this report can be directed to:

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0401 614 518  
[mel@redseedps.com.au](mailto:mel@redseedps.com.au)



# 360° Feedback Results for **Lachlan Miller**

March 7, 2024

Summary results from 11 raters, including:

- 6 Elected Members
- 5 Council Staff Members





## About This Report

Lachlan Miller

This report contains a summary of your 360-Degree Feedback results. The report begins with a high-level overview and progresses into greater detail as you proceed through it. Start by reading through the entire report to the end of the comments section. Try to keep an open mind as you look at the numeric data and read the comments from your raters. Once you have familiarized yourself with the report and your results, go back through the report and look for inconsistencies, patterns, and themes. Work back and forth between the numeric data and the comments as you do this.

Remember that any inconsistencies in your results mean that others see you from different perspectives or might have different expectations of you. If possible, debrief your results with your manager and/or HR representative. In these meetings you should identify a short list of actionable items. Do not focus on who said what.

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# 1 UNDERSTANDING THE DATA

Lachlan Miller

This report presents your results in two ways: as average (raw) scores and as Percentile Scores. It is important that you take a moment to understand what these different scores represent.

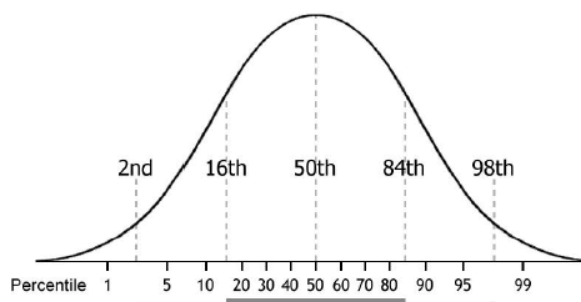
	1	2	3	4	5	AVG	%ILE	N	DIST
Sample						3.8	68	11	

**AVG** is simply the average of the ratings that you received. The lowest possible score is a 1 (Poor), and the highest possible score is a 5 (Outstanding). In the sample above, the bar chart represents the average score from all rater groups.

**Percentile Scores (%ILE)** show how your scores compare to the scores received by others. Average (raw) scores don't indicate whether your scores are high or low. Percentile scores make this possible by eliminating the natural variation across items and providing a benchmark to measure the raw scores by.

The Percentile Scores on this report show how you scored versus thousands of managers and executives across a broad range of different organizations.

Percentiles indicate what percentage of people scored lower than you. The lowest possible score is a 1 (1st percentile) and the highest possible score is a 99 (99th percentile). The 50th percentile would be average.



**Number of Respondents (N)** indicates how many of your raters answered each item. The number of respondents may differ from one item to the next because some items are only asked of specific rater groups, and some raters might have selected "Unable to Rate".

**Frequency Distribution (DIST)** – A small histogram (bar chart) next to each item shows how responses were distributed across the rating scale. This provides an indication of how much agreement or disagreement there was among raters.

A high level of agreement indicates a more consistent and reliable result. A high level of disagreement, where responses are more spread out, means people have differing perceptions of your competency in that area. The frequency distribution can also show whether there is an outlier response – for example, if one rater gave a low score while everyone else gave high scores.

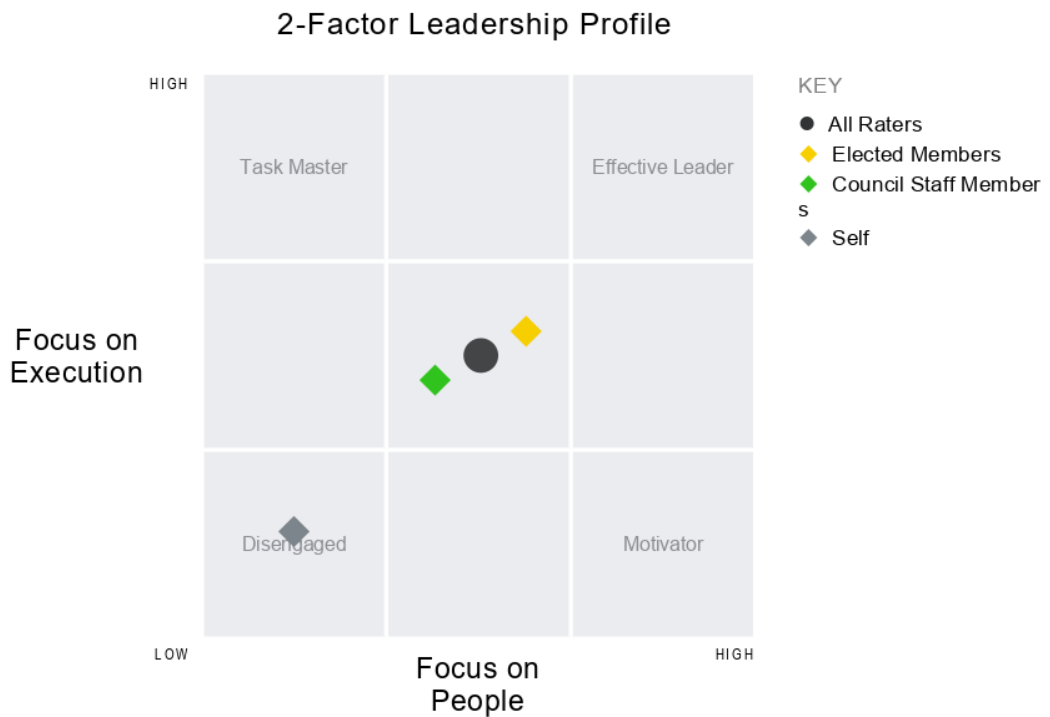
*All "category" and "overall" scores in this report are based on the average of the scores from each rater group, not each rater. For example, a rating from 1 manager carries the same weight as ratings from 10 direct reports.*

## 2 TWO-FACTOR LEADERSHIP PROFILE

Lachlan Miller

Displayed below is a statistically derived overview of your leadership style based on the two primary factors of leadership.

Regardless of whether you are leading an organization, managing a team, or working as an individual contributor, these factors are fundamental.



#### High scorers on "People"...

- Are sincere and straightforward
- Set a positive example
- Encourage open dialog
- Are open to feedback and criticism
- Recognize & reward employees' contributions
- Motivate and inspire those around them


#### High scorers on "Execution"...

- Focus on achieving results
- Are decisive
- Follow through on commitments
- Hold others accountable
- Demand excellence
- Understand the business

The most effective leaders (upper right) achieve a balance between working with people and achieving bottom-line results.

### 3 GREATEST STRENGTHS

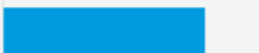









Lachlan Miller



Focusing on what you are good at and on what comes naturally to you is one of the most effective ways to be more successful.

As you consider your development goals, be sure to include a plan for how you will leverage and build on your strengths.

#### Highest-Rated Items

	1	2	3	4	5	AVG	% ILE
<b>Character</b> – Consistently demonstrates honesty and openness.						4.1	54
<b>Key Performance Indicator</b> – Ensure that effective communication and working relationships exist between the Council Members and the Administration, including attending meetings and regular and effective communication processes						4.1	-
<b>Key Performance Indicator</b> – Remain up to date in regard to legislative and other major developments affecting local government and advising Council Members as to the ramifications.						4.1	-
<b>Interpersonal</b> – Listens effectively						4.0	68
<b>Key Performance Indicator</b> – Provide professional, thorough, and objective advice to Council Members						4.0	-
<b>Character</b> – Respected by others						4.0	60
<b>Execution</b> – Keeps a clear mind under pressure						4.0	61
<b>Character</b> – Builds trust by being open and honest						3.9	53
<b>Character</b> – Provides a positive example; "walks the talk"						3.9	58
<b>Knowledge &amp; Strategy</b> – Has the ability to handle increasing levels of complexity						3.9	50

### 3 OPPORTUNITIES FOR DEVELOPMENT

Lachlan Miller



Think about which of the following areas are important to your current role or your future career goals. Keep in mind, if you have a low score on something that does not come naturally to you and that is not essential to your success, then you will probably be better off focusing your development efforts elsewhere.

Nevertheless, be honest with yourself about things that might not be in your comfort zone or come naturally to you, but that are critical to your success. Focus your development efforts in those areas.

#### Lowest-Rated Items

	1	2	3	4	5	AVG	% ILE
<b>Key Performance Indicator</b> – Lobby the various arms of government and other stakeholders on behalf of the community						2.9	-
<b>Key Performance Indicator</b> – Represent the Council at appropriate events to maintain, and if necessary, enhance the Council's public profile within the community and amongst stakeholders						3.2	-
<b>Key Performance Indicator</b> – Drive high performance standards across all operational areas and encourage ownership, dedication, integrity, professional growth and continuous improvement						3.3	-
<b>Key Performance Indicator</b> – Drive high performance standards across all operational areas and encourage ownership, dedication, integrity, professional growth and continuous improvement						3.3	-
<b>Key Performance Indicator</b> – Provide input to any commonwealth, state or local government initiatives affecting the Council area ensure the development of the local economy and community						3.3	-
<b>Interpersonal</b> – Creates an atmosphere that inspires others to achieve at a higher level						3.3	33
<b>Interpersonal</b> – Generates enthusiasm in others						3.3	37
<b>Key Performance Indicator</b> – Ensure long term asset management plans (community and corporate) are in place and closely monitored						3.4	-
<b>Key Performance Indicator</b> – Improve the performance of the Council by proactively embracing best practice and continuous improvement initiatives						3.4	-
<b>Key Performance Indicator</b> – Develop and activate effective community consultation and engagement strategies to foster a positive reputation and to ensure Council activities and initiatives are appropriately promoted and communicated						3.4	-

## 4 ELECTED MEMBER DISAGREEMENTS

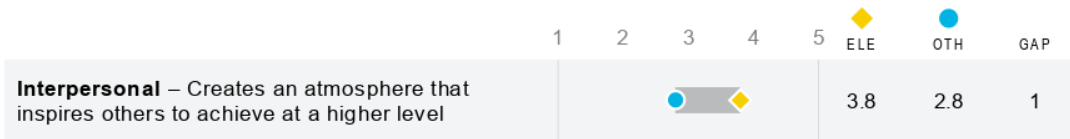
Lachlan Miller

Items with a difference of at least 1.0 (raw score)  
 "Others" does not include "Self"

### Elected Member underestimates your skills, compared to others

none

### Elected Member overestimates your skills, compared to others



## 4 BLIND SPOTS – SELF VS. OTHERS

Lachlan Miller

Items with a difference of at least 1.0 (raw score)  
 "Others" includes everybody except "Self"

### Unrecognized skills (self rating lower than others' ratings)

	1	2	3	4	5	SELF	OTH	GAP
<b>Character</b> – Consistently demonstrates honesty and openness.						3.0	4.1	1.1
<b>Key Performance Indicator</b> – Ensure that effective communication and working relationships exist between the Council Members and the Administration, including attending meetings and regular and effective communication processes						3.0	4.1	1.1
<b>Key Performance Indicator</b> – Remain up to date in regard to legislative and other major developments affecting local government and advising Council Members as to the ramifications.						3.0	4.1	1.1
<b>Key Performance Indicator</b> – Provide professional, thorough, and objective advice to Council Members						3.0	4.0	1
<b>Interpersonal</b> – Listens effectively						3.0	4.0	1

### Overestimated skills (self rating higher than others' ratings)

none

# 5 CATEGORY SCORES

Lachlan Miller

## Knowledge & Strategy

	1	2	3	4	5	AVG	%ILE
All Raters						3.8	46
Elected Members						3.8	46
Council Staff Members						3.8	46
Self						3.0	8

## Character

All Raters						3.9	57
Elected Members						4.1	65
Council Staff Members						3.8	48
Self						3.0	8

## Interpersonal

All Raters						3.6	40
Elected Members						3.8	57
Council Staff Members						3.3	28
Self						3.0	10

## Clarity & Purpose

All Raters						3.6	43
Elected Members						3.7	51
Council Staff Members						3.5	36
Self						3.0	10

"All Respondents" scores do not include "Self"



## 5 CATEGORY SCORES

Lachlan Miller

### Execution

	1	2	3	4	5	AVG	%ILE
All Raters						3.7	47
Elected Members						3.9	58
Council Staff Members						3.6	37
Self						3.0	8

### Key Performance Indicator

All Raters						3.5	-
Elected Members						3.7	-
Council Staff Members						3.4	-
Self						3.0	-

## 6 CATEGORY BREAKDOWN

Lachlan Miller

### Knowledge & Strategy

		1	2	3	4	5	AVG	% ILE	N	DIST	
Understands budgets and financials	<b>All Raters</b>							<b>3.8</b>	<b>56</b>	<b>11</b>	
	Elected Members							3.8	57	6	
	Council Staff Members							3.8	55	5	
	Self			▲			3.0	12	1		
Understands the operational side of the business	<b>All Raters</b>							<b>3.8</b>	<b>49</b>	<b>11</b>	
	Elected Members							3.7	37	6	
	Council Staff Members							4.0	60	5	
	Self			▲			3.0	7	1		
Personally committed to our strategy	<b>All Raters</b>							<b>3.8</b>	<b>37</b>	<b>11</b>	
	Elected Members							3.8	38	6	
	Council Staff Members							3.8	36	5	
	Self			▲			3.0	4	1		
Takes a broad, strategic approach to problem solving and decision making	<b>All Raters</b>							<b>3.8</b>	<b>52</b>	<b>11</b>	
	Elected Members							3.5	35	6	
	Council Staff Members							4.0	68	5	
	Self			▲			3.0	11	1		
Has the ability to handle increasing levels of complexity	<b>All Raters</b>							<b>3.9</b>	<b>50</b>	<b>11</b>	
	Elected Members							4.2	68	6	
	Council Staff Members							3.6	32	5	
	Self			▲			3.0	7	1		
Feels comfortable in a fast-changing environment	<b>All Raters</b>							<b>3.5</b>	<b>33</b>	<b>11</b>	
	Elected Members							3.7	42	6	
	Council Staff Members							3.4	25	5	
	Self			▲			3.0	9	1		

### Item-Specific Comments

Please elaborate on: "Understands the operational side of the business"

- In his short time here Lachlan has demonstrated a good understanding of our councils operational objectives and goals

## 6

## CATEGORY BREAKDOWN

Lachlan Miller

- The experiences and knowledge that Lachlan brings with him, has already proven to be valuable in educating staff and working with a new group of elected members.

Please elaborate on: "Personally committed to our strategy"

- In the short time here Lachlan has picked up our strategies and made them his own, he has in council meetings demonstrated this by defending the strategic plan and goals

Please elaborate on: "Takes a broad, strategic approach to problem solving and decision making"

- Lachlan continually uses staff knowledge and conducts his own research of existing problems to inform his decision making. He will discuss and strategically identify what steps he wishes to make in dealing with new and existing problems

Please elaborate on: "Has the ability to handle increasing levels of complexity"

- Staff shortages and his willingness to tackle the Lameroo caravan park issues as examples demonstrate Lachlan's ability to tackle complex issues

Please elaborate on: "Feels comfortable in a fast-changing environment"

- There have been significant staff changes in the time since Lachlan has been here. Lachlan has been proactive in working with the remaining staff to ensure that we cover everything. Additionally there have been a number of unforeseen issues arise that Lachlan has dealt with.

## 6 CATEGORY BREAKDOWN

Lachlan Miller

### Character

		1	2	3	4	5	AVG	%ILE	N	DIST
Consistently demonstrates honesty and openness.	<b>All Raters</b>						<b>4.1</b>	<b>54</b>	<b>11</b>	
	Elected Members						4.2	59	6	
	Council Staff Members						4.0	48	5	
	Self	▲					3.0	3	1	
Open to feedback and criticism	<b>All Raters</b>						<b>3.8</b>	<b>63</b>	<b>10</b>	
	Elected Members						4.2	81	6	
	Council Staff Members						3.5	41	4	
	Self	▲					3.0	14	1	
Respected by others	<b>All Raters</b>						<b>4.0</b>	<b>60</b>	<b>11</b>	
	Elected Members						4.2	71	6	
	Council Staff Members						3.8	48	5	
	Self	▲					3.0	9	1	
Builds trust by being open and honest	<b>All Raters</b>						<b>3.9</b>	<b>53</b>	<b>11</b>	
	Elected Members						4.0	59	6	
	Council Staff Members						3.8	46	5	
	Self	▲					3.0	7	1	
Provides a positive example; "walks the talk"	<b>All Raters</b>						<b>3.9</b>	<b>58</b>	<b>11</b>	
	Elected Members						4.0	64	6	
	Council Staff Members						3.8	51	5	
	Self	▲					3.0	10	1	
Adapts to change generated by others	<b>All Raters</b>						<b>3.8</b>	<b>58</b>	<b>10</b>	
	Elected Members						3.8	61	6	
	Council Staff Members						3.8	55	4	
	Self	▲					3.0	10	1	

### Item-Specific Comments

Please elaborate on: "Open to feedback and criticism"

- I have no had to offer any feedback at this stage

## 6

## CATEGORY BREAKDOWN

Lachlan Miller

Please elaborate on: "Respected by others"

- He appears to be well respected by the Councillors, and the staff. I think his approachable nature contributes to this.

Please elaborate on: "Adapts to change generated by others"

- There have already been multiple changes in the short time Lachlan has been here, within the workforce and in Council decision. Lachlan seems to take a considered approach when dealing with these changes.

## 6 CATEGORY BREAKDOWN

Lachlan Miller

### Interpersonal

		1	2	3	4	5	AVG	%ILE	N	DIST
Gives personal attention; is accessible	<b>All Raters</b>						<b>3.8</b>	<b>44</b>	<b>11</b>	
	Elected Members						4.0	58	6	
	Council Staff Members						3.6	31	5	
	Self						3.0	7	1	
Generates enthusiasm in others	<b>All Raters</b>						<b>3.3</b>	<b>37</b>	<b>10</b>	
	Elected Members						3.7	58	6	
	Council Staff Members						3.0	19	4	
	Self						3.0	19	1	
Creates an atmosphere that inspires others to achieve at a higher level	<b>All Raters</b>						<b>3.3</b>	<b>33</b>	<b>11</b>	
	Elected Members						3.8	65	6	
	Council Staff Members						2.8	10	5	
	Self						3.0	17	1	
Recognizes honest mistakes as learning experiences	<b>All Raters</b>						<b>3.4</b>	<b>23</b>	<b>10</b>	
	Elected Members						3.8	53	6	
	Council Staff Members						3.0	6	4	
	Self						3.0	6	1	
Recognizes the value of people with different talents and skills	<b>All Raters</b>						<b>3.5</b>	<b>32</b>	<b>11</b>	
	Elected Members						3.7	41	6	
	Council Staff Members						3.4	23	5	
	Self						3.0	7	1	
Listens effectively	<b>All Raters</b>						<b>4.0</b>	<b>68</b>	<b>11</b>	
	Elected Members						4.0	68	6	
	Council Staff Members						4.0	68	5	
	Self						3.0	10	1	
Encourages collaboration for mutual benefit of all parties	<b>All Raters</b>						<b>3.7</b>	<b>48</b>	<b>11</b>	
	Elected Members						3.8	56	6	
	Council Staff Members						3.6	39	5	
	Self						3.0	8	1	

### Item-Specific Comments

## 6

## CATEGORY BREAKDOWN

Lachlan Miller

Please elaborate on: "Gives personal attention; is accessible"

- Lachlan has demonstrated an open door policy
- Lachlan is very responsive to emails and phone calls. He is also happy to have open discussions and work through issues with individuals, which encourages greater communication and makes people feel supported.

Please elaborate on: "Generates enthusiasm in others"

- Lachlan's leadership is still quite new and we are still learning his priorities, goals and future direction for the Council.

Please elaborate on: "Creates an atmosphere that inspires others to achieve at a higher level"

- From everything I have observed Lachlan has lead by example but inclusive leadership style

Please elaborate on: "Recognizes the value of people with different talents and skills"

- Lachlan has demonstrated that he appreciates staff with different skills and talents

Please elaborate on: "Listens effectively"

- With regards to my interactions Lachlan has demonstrated that he listens and asks insightful questions

Please elaborate on: "Encourages collaboration for mutual benefit of all parties"

- Lachlan has demonstrated a willingness to mutually beneficial solutions

## 6 CATEGORY BREAKDOWN

Lachlan Miller

### Clarity & Purpose

		1	2	3	4	5	AVG	%ILE	N	DIST	
Clearly defines goals and expectations	<b>All Raters</b>							<b>3.7</b>	<b>48</b>	<b>11</b>	
	Elected Members							3.8	57	6	
	Council Staff Members							3.6	40	5	
	Self						▲	3.0	9	1	
Provides useful and constructive feedback	<b>All Raters</b>							<b>3.7</b>	<b>53</b>	<b>11</b>	
	Elected Members							3.7	48	6	
	Council Staff Members							3.8	58	5	
	Self						▲	3.0	10	1	
Articulates the strategy in plain language	<b>All Raters</b>							<b>3.7</b>	<b>48</b>	<b>11</b>	
	Elected Members							3.8	56	6	
	Council Staff Members							3.6	40	5	
	Self						▲	3.0	10	1	
Identifies others' abilities and delegates tasks accordingly	<b>All Raters</b>							<b>3.5</b>	<b>38</b>	<b>8</b>	
	Elected Members							3.8	55	4	
	Council Staff Members							3.2	23	4	
	Self						▲	3.0	12	1	
Delegates authority; encourages independence	<b>All Raters</b>							<b>3.6</b>	<b>41</b>	<b>9</b>	
	Elected Members							3.4	30	5	
	Council Staff Members							3.8	52	4	
	Self						▲	3.0	12	1	
Sets clear deadlines	<b>All Raters</b>							<b>3.5</b>	<b>36</b>	<b>10</b>	
	Elected Members							3.8	55	5	
	Council Staff Members							3.2	20	5	
	Self						▲	3.0	12	1	
Communicates reasons for changes and decisions	<b>All Raters</b>							<b>3.5</b>	<b>38</b>	<b>9</b>	
	Elected Members							3.8	58	5	
	Council Staff Members							3.2	20	4	
	Self						▲	3.0	10	1	

### Item-Specific Comments



## 6

## CATEGORY BREAKDOWN

Lachlan Miller

Please elaborate on: "Provides useful and constructive feedback"

- So far in my interactions with Lachlan he has been very open with his feedback, and listens to the perspective of others without judgement.
- Lachlan has given me good feedback etc on a number of things

Please elaborate on: "Articulates the strategy in plain language"

- Lachlan uses language appropriate to his audience

Please elaborate on: "Identifies others' abilities and delegates tasks accordingly"

- Have not witnessed as he has not been here for a very long time. This will be easier to rate in 12 months as I will have been able to assess his performance with employees.

Please elaborate on: "Delegates authority; encourages independence"

- Same as above.
- He lets people do their job, and involves them in decision making.

Please elaborate on: "Sets clear deadlines"

- Lachlan communicates his desired timelines clearly
- Still assessing his progress with this.

Please elaborate on: "Communicates reasons for changes and decisions"

- Can't assess at this time as there have not been any occurrence to assess that I am aware of.
- Lachlan

## 6 CATEGORY BREAKDOWN

Lachlan Miller

### Execution

		1	2	3	4	5	AVG	%ILE	N	DIST
Keeps a clear mind under pressure	<b>All Raters</b>						<b>4.0</b>	<b>61</b>	<b>11</b>	
	Elected Members						4.2	73	6	
	Council Staff Members						3.8	48	5	
	Self	▲					3.0	7	1	
Makes timely decisions	<b>All Raters</b>						<b>3.8</b>	<b>59</b>	<b>11</b>	
	Elected Members						4.0	72	6	
	Council Staff Members						3.6	44	5	
	Self	▲					3.0	11	1	
Acts on real problems and their root causes	<b>All Raters</b>						<b>3.5</b>	<b>36</b>	<b>11</b>	
	Elected Members						3.7	45	6	
	Council Staff Members						3.4	27	5	
	Self	▲					3.0	9	1	
Follows through on commitments	<b>All Raters</b>						<b>3.8</b>	<b>42</b>	<b>10</b>	
	Elected Members						4.0	60	6	
	Council Staff Members						3.5	26	4	
	Self	▲					3.0	7	1	
Leads and facilitates process improvement	<b>All Raters</b>						<b>3.9</b>	<b>61</b>	<b>10</b>	
	Elected Members						4.0	70	6	
	Council Staff Members						3.8	53	4	
	Self	▲					3.0	11	1	
Recognizes what already works; avoids unnecessary change	<b>All Raters</b>						<b>3.5</b>	<b>28</b>	<b>10</b>	
	Elected Members						3.5	28	6	
	Council Staff Members						3.5	28	4	
	Self	▲					3.0	6	1	

### Item-Specific Comments

Please elaborate on: "Keeps a clear mind under pressure"

- Lachlan has good presence in meetings and makes good decisions under pressure

## 6

## CATEGORY BREAKDOWN

Lachlan Miller

Please elaborate on: "Makes timely decisions"

- Lachlan make needed decisions quickly and decisively
- Does not seem to be lacking in decision making ability.

Please elaborate on: "Acts on real problems and their root causes"

- Lachlan looks for the underlying issues before tackling a problem

Please elaborate on: "Leads and facilitates process improvement"

- He has already implemented some improved processes, such as the Meeting Planner and the Council Meeting Actions reporting

Please elaborate on: "Recognizes what already works; avoids unnecessary change"

- Hasn't made any major changes as yet. A few minor ones have been instigated which have been very worthwhile.
- He hasn't rushed in and tried to change everything, he is getting the feel for what we currently do and taking the time to consider what changes are needed and acknowledges what we already do well.

## 6 CATEGORY BREAKDOWN

Lachlan Miller

### Key Performance Indicator

		1	2	3	4	5	AVG	%ILE	N	DIST
Develop and maintain a collaborative, open and engaged working relationship with the Council Members	<b>All Raters</b>						<b>3.7</b>	-	<b>11</b>	
	Elected Members						3.8	-	6	
	Council Staff Members						3.6	-	5	
	Self						3.0	-	1	
Ensure 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 the Administration	<b>All Raters</b>						<b>3.5</b>	-	<b>11</b>	
	Elected Members						3.8	-	6	
	Council Staff Members						3.2	-	5	
	Self						3.0	-	1	
Ensure the Council Members are provided with an acceptable cycle of reporting actions that indicate the status, success and effectiveness of all operations and major projects	<b>All Raters</b>						<b>3.8</b>	-	<b>11</b>	
	Elected Members						3.8	-	6	
	Council Staff Members						3.8	-	5	
	Self						3.0	-	1	
Ensure that effective communication and working relationships exist between the Council Members and the Administration, including attending meetings and regular and effective communication processes	<b>All Raters</b>						<b>4.1</b>	-	<b>11</b>	
	Elected Members						4.2	-	6	
	Council Staff Members						4.0	-	5	
	Self						3.0	-	1	
Provide professional, thorough, and objective advice to Council Members	<b>All Raters</b>						<b>4.0</b>	-	<b>11</b>	
	Elected Members						4.0	-	6	
	Council Staff Members						4.0	-	5	
	Self						3.0	-	1	
Remain up to date in regard to legislative and other major developments affecting local government and advising Council Members as to the ramifications.	<b>All Raters</b>						<b>4.1</b>	-	<b>11</b>	
	Elected Members						4.2	-	6	
	Council Staff Members						4.0	-	5	
	Self						3.0	-	1	
Support and encourage an environment where Council Members and employees work together to create best	<b>All Raters</b>						<b>3.5</b>	-	<b>11</b>	
	Elected Members						3.8	-	6	
	Council Staff Members						3.2	-	5	

## 6 CATEGORY BREAKDOWN

Lachlan Miller

practice services for the community.	Self		3.0	-	1	
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## 6 CATEGORY BREAKDOWN

Lachlan Miller

### Key Performance Indicator cont'd

		1	2	3	4	5	AVG	%ILE	N	DIST
Drive high performance standards across all operational areas and encourage ownership, dedication, integrity, professional growth and continuous improvement	<b>All Raters</b>						<b>3.3</b>	-	<b>9</b>	
	Elected Members						3.6	-	5	
	Council Staff Members						3.0	-	4	
	Self						3.0	-	1	
Liaise with the community, business and regional groups to assist in the achievement of Council's objectives	<b>All Raters</b>						<b>3.6</b>	-	<b>11</b>	
	Elected Members						3.8	-	6	
	Council Staff Members						3.4	-	5	
	Self						3.0	-	1	
Develop and activate effective community consultation and engagement strategies to foster a positive reputation and to ensure Council activities and initiatives are appropriately promoted and communicated	<b>All Raters</b>						<b>3.4</b>	-	<b>10</b>	
	Elected Members						3.6	-	5	
	Council Staff Members						3.2	-	5	
	Self						3.0	-	1	
Initiate and respond to media so that the Council is positioned as a progressive and responsive entity	<b>All Raters</b>						<b>3.6</b>	-	<b>10</b>	
	Elected Members						3.8	-	5	
	Council Staff Members						3.4	-	5	
	Self						3.0	-	1	
Provide input to any commonwealth, state or local government initiatives affecting the Council area ensure the development of the local economy and community	<b>All Raters</b>						<b>3.3</b>	-	<b>10</b>	
	Elected Members						3.2	-	5	
	Council Staff Members						3.4	-	5	
	Self						3.0	-	1	
Lobby the various arms of government and other stakeholders on behalf of the community	<b>All Raters</b>						<b>2.9</b>	-	<b>10</b>	
	Elected Members						2.8	-	5	
	Council Staff Members						3.0	-	5	
	Self						3.0	-	1	
Represent the Council at appropriate events to maintain, and if necessary, enhance the Council's public profile within the community and amongst stakeholders	<b>All Raters</b>						<b>3.2</b>	-	<b>10</b>	
	Elected Members						3.4	-	5	
	Council Staff Members						3.0	-	5	
	Self						3.0	-	1	

## 6 CATEGORY BREAKDOWN

Lachlan Miller

### Key Performance Indicator cont'd

		1	2	3	4	5	AVG	%ILE	N	DIST
Ensure annual and long term financial plans are prepared, monitored and controlled	<b>All Raters</b>						<b>3.6</b>	-	<b>11</b>	
	Elected Members						3.8	-	6	
	Council Staff Members						3.4	-	5	
	Self						3.0	-	1	
Ensure monitoring and control of budgets including variance analysis and reporting to the Council	<b>All Raters</b>						<b>3.5</b>	-	<b>11</b>	
	Elected Members						3.7	-	6	
	Council Staff Members						3.4	-	5	
	Self						3.0	-	1	
Ensure long term asset management plans (community and corporate) are in place and closely monitored	<b>All Raters</b>						<b>3.4</b>	-	<b>11</b>	
	Elected Members						3.5	-	6	
	Council Staff Members						3.2	-	5	
	Self						3.0	-	1	
Ensure the efficient and effective management and monitoring of the Council's revenue and expenditure	<b>All Raters</b>						<b>3.5</b>	-	<b>11</b>	
	Elected Members						3.5	-	6	
	Council Staff Members						3.4	-	5	
	Self						3.0	-	1	
Ensure Annual Business and other relevant strategies and plans are prepared to implement Council's Strategic Management Plan	<b>All Raters</b>						<b>3.5</b>	-	<b>11</b>	
	Elected Members						3.7	-	6	
	Council Staff Members						3.4	-	5	
	Self						3.0	-	1	
Ensure continuous review of the progress in attaining the objectives of Strategic Management Plans	<b>All Raters</b>						<b>3.5</b>	-	<b>11</b>	
	Elected Members						3.7	-	6	
	Council Staff Members						3.4	-	5	
	Self						3.0	-	1	
Support and encourage an environment where Council Members and employees work together to create best practice services for the community	<b>All Raters</b>						<b>3.5</b>	-	<b>11</b>	
	Elected Members						3.8	-	6	
	Council Staff Members						3.2	-	5	
	Self						3.0	-	1	

## 6 CATEGORY BREAKDOWN

Lachlan Miller

### Key Performance Indicator cont'd

		1	2	3	4	5	AVG	%ILE	N	DIST
Drive high performance standards across all operational areas and encourage ownership, dedication, integrity, professional growth and continuous improvement	<b>All Raters</b>						<b>3.3</b>	-	<b>10</b>	
	Elected Members						3.6	-	5	
	Council Staff Members						3.0	-	5	
	Self						3.0	-	1	
Improve the performance of the Council by proactively embracing best practice and continuous improvement initiatives	<b>All Raters</b>						<b>3.4</b>	-	<b>10</b>	
	Elected Members						3.6	-	5	
	Council Staff Members						3.2	-	5	
	Self						3.0	-	1	
Ensure regular reviews of policies, procedures, authorities, controls, workplace agreements, delegations, authorities and systems	<b>All Raters</b>						<b>3.6</b>	-	<b>11</b>	
	Elected Members						4.0	-	6	
	Council Staff Members						3.2	-	5	
	Self						3.0	-	1	

### Item-Specific Comments

Please elaborate on: "Develop and maintain a collaborative, open and engaged working relationship with the Council Members"

- He is making an effort to meet with Councillors regularly, and making himself accessible to them. He is willing to travel to their own houses for meetings.

Please elaborate on: "Ensure 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 the Administration"

- He takes on the feedback received by the Councillors and tries to adapt the workshops, meetings and reporting to provide the information they are wanting to receive, but also keeping it in line with their position in Council

Please elaborate on: "Ensure the Council Members are provided with an acceptable cycle of reporting actions that indicate the status, success and effectiveness of all operations and major projects"

- Improved through the Council Actions reporting tool in InfoCouncil



## 6

## CATEGORY BREAKDOWN

Lachlan Miller

Please elaborate on: "Ensure that effective communication and working relationships exist between the Council Members and the Administration, including attending meetings and regular and effective communication processes"

- I think this will always be a challenge, at the moment Lachlan is doing a good job at facilitating the working relationship between the two.

Please elaborate on: "Provide professional, thorough, and objective advice to Council Members"

- The Information & Briefing Sessions are used well to educate the Councillors on the legislation and processes that underpin decision making.

Please elaborate on: "Remain up to date in regard to legislative and other major developments affecting local government and advising Council Members as to the ramifications."

- Lachlan's understanding of the Act and contemporary issues affecting Local Government is definitely one of his strengths

Please elaborate on: "Support and encourage an environment where Council Members and employees work together to create best practice services for the community."

- This is aimed toward employees.
- At the moment Councillors and employees priorities are somewhat misaligned, but this is not necessarily a reflection of Lachlan, and he is trying to improve communication and better understanding between the two for more effective outcomes.

Please elaborate on: "Develop and activate effective community consultation and engagement strategies to foster a positive reputation and to ensure Council activities and initiatives are appropriately promoted and communicated"

- Still a work in progress due to a short time in the position.

Please elaborate on: "Initiate and respond to media so that the Council is positioned as a progressive and responsive entity"

- Unable to rate as Mayor Valentine attends to this responsibility.

## 6

## CATEGORY BREAKDOWN

Lachlan Miller

Please elaborate on: "Provide input to any commonwealth, state or local government initiatives affecting the Council area ensure the development of the local economy and community"

- Unable to rate due to short timeframe in the position.

Please elaborate on: "Lobby the various arms of government and other stakeholders on behalf of the community"

- Still a work in progress.

Please elaborate on: "Represent the Council at appropriate events to maintain, and if necessary, enhance the Council's public profile within the community and amongst stakeholders"

- Unable to rate due to the short timeframe of employment. The Mayor is continuing in this role.

Please elaborate on: "Ensure annual and long term financial plans are prepared, monitored and controlled"

- This is currently in progress

Please elaborate on: "Ensure long term asset management plans (community and corporate) are in place and closely monitored"

- Still a work in progress due to short timeframe of employment.
- Hard to comment, but he appears to be across this document

Please elaborate on: "Ensure Annual Business and other relevant strategies and plans are prepared to implement Council's Strategic Management Plan"

- Still a work in progress.

Please elaborate on: "Ensure continuous review of the progress in attaining the objectives of Strategic Management Plans"

- Still a work in progress.

## 6

## CATEGORY BREAKDOWN

Lachlan Miller

Please elaborate on: "Support and encourage an environment where Council Members and employees work together to create best practice services for the community"

- Difficult to assess as we are getting quite a face new staff members starting employment with the Council.
- Its difficult to assess Lachlan against a criteria where council members and employees work together. In my opinion there is a big knowledge gap between employees with LG experience and newly elected council members who dont quite understand the LG context, and way of doing things. At times council members seem very critical and mistrusting of administration.

Please elaborate on: "Drive high performance standards across all operational areas and encourage ownership, dedication, integrity, professional growth and continuous improvement"

- Would expect this to happen due to his work ethics. Hard to assess as we have no jurisdiction of employees work ethics.
- Its evident Lachlan has high standards. Council has had a high staff turnover recently and may need to invest more into its biggest asset - its people. Traditionally Council has not been proactive in this area. Council members will need to support more training if they want to see continuous improvement

Please elaborate on: "Improve the performance of the Council by proactively embracing best practice and continuous improvement initiatives"

- Unable to rate. Would hope so.

# 7 FREQUENCY DISTRIBUTION

Lachlan Miller

Scores for "All Respondents" are based on the average of the scores from each rater group (excluding self).

## Knowledge & Strategy

		1	2	3	4	5	AVG	%ILE
Understands budgets and financials	<b>All Raters</b>	-	-	5	3	3	3.8	56
	Elected Members	-	-	3	1	2	3.8	57
	Council Staff Members	-	-	2	2	1	3.8	55
	Self	-	-	1	-	-	3.0	12
Understands the operational side of the business	<b>All Raters</b>	-	-	4	5	2	3.8	49
	Elected Members	-	-	3	2	1	3.7	37
	Council Staff Members	-	-	1	3	1	4.0	60
	Self	-	-	1	-	-	3.0	7
Personally committed to our strategy	<b>All Raters</b>	-	-	4	5	2	3.8	37
	Elected Members	-	-	3	1	2	3.8	38
	Council Staff Members	-	-	1	4	-	3.8	36
	Self	-	-	1	-	-	3.0	4
Takes a broad, strategic approach to problem solving and decision making	<b>All Raters</b>	-	1	4	3	3	3.8	52
	Elected Members	-	1	3	-	2	3.5	35
	Council Staff Members	-	-	1	3	1	4.0	68
	Self	-	-	1	-	-	3.0	11
Has the ability to handle increasing levels of complexity	<b>All Raters</b>	-	-	4	4	3	3.9	50
	Elected Members	-	-	2	1	3	4.2	68
	Council Staff Members	-	-	2	3	-	3.6	32
	Self	-	-	1	-	-	3.0	7

# 7 FREQUENCY DISTRIBUTION

Lachlan Miller

## Knowledge & Strategy cont'd

		1	2	3	4	5	AVG	%ILE
	<b>All Raters</b>	-	-	6	4	1	3.5	33
Feels comfortable in a fast-changing environment	Elected Members	-	-	3	2	1	3.7	42
	Council Staff Members	-	-	3	2	-	3.4	25
	Self	-	-	1	-	-	3.0	9

# 7 FREQUENCY DISTRIBUTION

Lachlan Miller

## Character

		1	2	3	4	5	AVG	%ILE
Consistently demonstrates honesty and openness.	<b>All Raters</b>	-	-	2	6	3	4.1	54
	Elected Members	-	-	2	1	3	4.2	59
	Council Staff Members	-	-	-	5	-	4.0	48
	Self	-	-	1	-	-	3.0	3
Open to feedback and criticism	<b>All Raters</b>	-	-	4	3	3	3.8	63
	Elected Members	-	-	2	1	3	4.2	81
	Council Staff Members	-	-	2	2	-	3.5	41
	Self	-	-	1	-	-	3.0	14
Respected by others	<b>All Raters</b>	-	-	3	5	3	4.0	60
	Elected Members	-	-	2	1	3	4.2	71
	Council Staff Members	-	-	1	4	-	3.8	48
	Self	-	-	1	-	-	3.0	9
Builds trust by being open and honest	<b>All Raters</b>	-	-	4	4	3	3.9	53
	Elected Members	-	-	3	-	3	4.0	59
	Council Staff Members	-	-	1	4	-	3.8	46
	Self	-	-	1	-	-	3.0	7
Provides a positive example; "walks the talk"	<b>All Raters</b>	-	-	4	4	3	3.9	58
	Elected Members	-	-	3	-	3	4.0	64
	Council Staff Members	-	-	1	4	-	3.8	51
	Self	-	-	1	-	-	3.0	10

# 7 FREQUENCY DISTRIBUTION

Lachlan Miller

## Character cont'd

		1	2	3	4	5	AVG	%ILE
	<b>All Raters</b>	-	-	4	4	2	3.8	58
Adapts to change generated by others	Elected Members	-	-	3	1	2	3.8	61
	Council Staff Members	-	-	1	3	-	3.8	55
	Self	-	-	1	-	-	3.0	10

# 7 FREQUENCY DISTRIBUTION

Lachlan Miller

## Interpersonal

		1	2	3	4	5	AVG	%ILE
Gives personal attention; is accessible	<b>All Raters</b>	-	-	5	3	3	3.8	44
	Elected Members	-	-	3	-	3	4.0	58
	Council Staff Members	-	-	2	3	-	3.6	31
	Self	-	-	1	-	-	3.0	7
Generates enthusiasm in others	<b>All Raters</b>	-	1	6	1	2	3.3	37
	Elected Members	-	-	4	-	2	3.7	58
	Council Staff Members	-	1	2	1	-	3.0	19
	Self	-	-	1	-	-	3.0	19
Creates an atmosphere that inspires others to achieve at a higher level	<b>All Raters</b>	-	2	5	2	2	3.3	33
	Elected Members	-	-	3	1	2	3.8	65
	Council Staff Members	-	2	2	1	-	2.8	10
	Self	-	-	1	-	-	3.0	17
Recognizes honest mistakes as learning experiences	<b>All Raters</b>	-	-	7	1	2	3.4	23
	Elected Members	-	-	3	1	2	3.8	53
	Council Staff Members	-	-	4	-	-	3.0	6
	Self	-	-	1	-	-	3.0	6
Recognizes the value of people with different talents and skills	<b>All Raters</b>	-	-	7	2	2	3.5	32
	Elected Members	-	-	4	-	2	3.7	41
	Council Staff Members	-	-	3	2	-	3.4	23
	Self	-	-	1	-	-	3.0	7



# 7 FREQUENCY DISTRIBUTION

Lachlan Miller

## Interpersonal cont'd

		1	2	3	4	5	AVG	%ILE
Listens effectively	<b>All Raters</b>	-	-	3	5	3	4.0	68
	Elected Members	-	-	3	-	3	4.0	68
	Council Staff Members	-	-	-	5	-	4.0	68
	Self	-	-	1	-	-	3.0	10
Encourages collaboration for mutual benefit of all parties	<b>All Raters</b>	-	-	5	4	2	3.7	48
	Elected Members	-	-	3	1	2	3.8	56
	Council Staff Members	-	-	2	3	-	3.6	39
	Self	-	-	1	-	-	3.0	8

## 7 FREQUENCY DISTRIBUTION

Lachlan Miller

### Clarity & Purpose

		1	2	3	4	5	AVG	%ILE
Clearly defines goals and expectations	<b>All Raters</b>	-	-	5	4	2	3.7	48
	Elected Members	-	-	3	1	2	3.8	57
	Council Staff Members	-	-	2	3	-	3.6	40
	Self	-	-	1	-	-	3.0	9
Provides useful and constructive feedback	<b>All Raters</b>	-	-	5	4	2	3.7	53
	Elected Members	-	-	4	-	2	3.7	48
	Council Staff Members	-	-	1	4	-	3.8	58
	Self	-	-	1	-	-	3.0	10
Articulates the strategy in plain language	<b>All Raters</b>	-	-	5	4	2	3.7	48
	Elected Members	-	-	3	1	2	3.8	56
	Council Staff Members	-	-	2	3	-	3.6	40
	Self	-	-	1	-	-	3.0	10
Identifies others' abilities and delegates tasks accordingly	<b>All Raters</b>	-	-	5	2	1	3.5	38
	Elected Members	-	-	2	1	1	3.8	55
	Council Staff Members	-	-	3	1	-	3.2	23
	Self	-	-	1	-	-	3.0	12
Delegates authority; encourages independence	<b>All Raters</b>	-	-	5	3	1	3.6	41
	Elected Members	-	-	4	-	1	3.4	30
	Council Staff Members	-	-	1	3	-	3.8	52
	Self	-	-	1	-	-	3.0	12

# 7 FREQUENCY DISTRIBUTION

Lachlan Miller

## Clarity & Purpose cont'd

		1	2	3	4	5	AVG	%ILE
Sets clear deadlines	<b>All Raters</b>	-	1	4	4	1	3.5	36
	Elected Members	-	-	2	2	1	3.8	55
	Council Staff Members	-	1	2	2	-	3.2	20
	Self	-	-	1	-	-	3.0	12
Communicates reasons for changes and decisions	<b>All Raters</b>	-	1	4	2	2	3.5	38
	Elected Members	-	1	1	1	2	3.8	58
	Council Staff Members	-	-	3	1	-	3.2	20
	Self	-	-	1	-	-	3.0	10

# 7 FREQUENCY DISTRIBUTION

Lachlan Miller

## Execution

		1	2	3	4	5	AVG	%ILE
Keeps a clear mind under pressure	<b>All Raters</b>	-	-	3	5	3	4.0	61
	Elected Members	-	-	2	1	3	4.2	73
	Council Staff Members	-	-	1	4	-	3.8	48
	Self	-	-	1	-	-	3.0	7
Makes timely decisions	<b>All Raters</b>	-	-	4	5	2	3.8	59
	Elected Members	-	-	2	2	2	4.0	72
	Council Staff Members	-	-	2	3	-	3.6	44
	Self	-	-	1	-	-	3.0	11
Acts on real problems and their root causes	<b>All Raters</b>	-	-	7	2	2	3.5	36
	Elected Members	-	-	4	-	2	3.7	45
	Council Staff Members	-	-	3	2	-	3.4	27
	Self	-	-	1	-	-	3.0	9
Follows through on commitments	<b>All Raters</b>	-	-	5	2	3	3.8	42
	Elected Members	-	-	3	-	3	4.0	60
	Council Staff Members	-	-	2	2	-	3.5	26
	Self	-	-	1	-	-	3.0	7
Leads and facilitates process improvement	<b>All Raters</b>	-	-	3	5	2	3.9	61
	Elected Members	-	-	2	2	2	4.0	70
	Council Staff Members	-	-	1	3	-	3.8	53
	Self	-	-	1	-	-	3.0	11

# 7 FREQUENCY DISTRIBUTION

Lachlan Miller

## Execution cont'd

		1	2	3	4	5	AVG	%ILE
	<b>All Raters</b>	-	-	6	3	1	3.5	28
Recognizes what already works; avoids unnecessary change	Elected Members	-	-	4	1	1	3.5	28
	Council Staff Members	-	-	2	2	-	3.5	28
	Self	-	-	1	-	-	3.0	6

# 7 FREQUENCY DISTRIBUTION

Lachlan Miller

## Key Performance Indicator

		1	2	3	4	5	AVG	%ILE
Develop and maintain a collaborative, open and engaged working relationship with the Council Members	<b>All Raters</b>	-	-	6	2	3	3.7	-
	Elected Members	-	-	3	1	2	3.8	-
	Council Staff Members	-	-	3	1	1	3.6	-
	Self	-	-	1	-	-	3.0	-
Ensure 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 the Administration	<b>All Raters</b>	-	-	7	2	2	3.5	-
	Elected Members	-	-	3	1	2	3.8	-
	Council Staff Members	-	-	4	1	-	3.2	-
	Self	-	-	1	-	-	3.0	-
Ensure the Council Members are provided with an acceptable cycle of reporting actions that indicate the status, success and effectiveness of all operations and major projects	<b>All Raters</b>	-	-	4	5	2	3.8	-
	Elected Members	-	-	3	1	2	3.8	-
	Council Staff Members	-	-	1	4	-	3.8	-
	Self	-	-	1	-	-	3.0	-
Ensure that effective communication and working relationships exist between the Council Members and the Administration, including attending meetings and regular and effective communication processes	<b>All Raters</b>	-	-	3	4	4	4.1	-
	Elected Members	-	-	2	1	3	4.2	-
	Council Staff Members	-	-	1	3	1	4.0	-
	Self	-	-	1	-	-	3.0	-
Provide professional, thorough, and objective advice to Council Members	<b>All Raters</b>	-	-	3	5	3	4.0	-
	Elected Members	-	-	3	-	3	4.0	-
	Council Staff Members	-	-	-	5	-	4.0	-
	Self	-	-	1	-	-	3.0	-

## 7 FREQUENCY DISTRIBUTION

Lachlan Miller

### Key Performance Indicator cont'd

		1	2	3	4	5	AVG	%ILE
Remain up to date in regard to legislative and other major developments affecting local government and advising Council Members as to the ramifications.	<b>All Raters</b>	-	-	3	4	4	4.1	-
	Elected Members	-	-	2	1	3	4.2	-
	Council Staff Members	-	-	1	3	1	4.0	-
	Self	-	-	1	-	-	3.0	-
Support and encourage an environment where Council Members and employees work together to create best practice services for the community.	<b>All Raters</b>	-	1	5	3	2	3.5	-
	Elected Members	-	-	3	1	2	3.8	-
	Council Staff Members	-	1	2	2	-	3.2	-
	Self	-	-	1	-	-	3.0	-
Drive high performance standards across all operational areas and encourage ownership, dedication, integrity, professional growth and continuous improvement	<b>All Raters</b>	-	-	7	1	1	3.3	-
	Elected Members	-	-	3	1	1	3.6	-
	Council Staff Members	-	-	4	-	-	3.0	-
	Self	-	-	1	-	-	3.0	-
Liaise with the community, business and regional groups to assist in the achievement of Council's objectives	<b>All Raters</b>	-	-	6	3	2	3.6	-
	Elected Members	-	-	3	1	2	3.8	-
	Council Staff Members	-	-	3	2	-	3.4	-
	Self	-	-	1	-	-	3.0	-
Develop and activate effective community consultation and engagement strategies to foster a positive reputation and to ensure Council activities and initiatives are appropriately promoted and communicated	<b>All Raters</b>	-	2	5	-	3	3.4	-
	Elected Members	-	1	2	-	2	3.6	-
	Council Staff Members	-	1	3	-	1	3.2	-
	Self	-	-	1	-	-	3.0	-

## 7 FREQUENCY DISTRIBUTION

Lachlan Miller

### Key Performance Indicator cont'd

		1	2	3	4	5	AVG	%ILE
Initiate and respond to media so that the Council is positioned as a progressive and responsive entity	<b>All Raters</b>	-	-	6	2	2	3.6	-
	Elected Members	-	-	3	-	2	3.8	-
	Council Staff Members	-	-	3	2	-	3.4	-
	Self	-	-	1	-	-	3.0	-
Provide input to any commonwealth, state or local government initiatives affecting the Council area ensure the development of the local economy and community	<b>All Raters</b>	-	1	6	2	1	3.3	-
	Elected Members	-	1	3	-	1	3.2	-
	Council Staff Members	-	-	3	2	-	3.4	-
	Self	-	-	1	-	-	3.0	-
Lobby the various arms of government and other stakeholders on behalf of the community	<b>All Raters</b>	1	1	6	2	-	2.9	-
	Elected Members	1	-	3	1	-	2.8	-
	Council Staff Members	-	1	3	1	-	3.0	-
	Self	-	-	1	-	-	3.0	-
Represent the Council at appropriate events to maintain, and if necessary, enhance the Council's public profile within the community and amongst stakeholders	<b>All Raters</b>	-	-	8	2	-	3.2	-
	Elected Members	-	-	3	2	-	3.4	-
	Council Staff Members	-	-	5	-	-	3.0	-
	Self	-	-	1	-	-	3.0	-
Ensure annual and long term financial plans are prepared, monitored and controlled	<b>All Raters</b>	-	-	5	5	1	3.6	-
	Elected Members	-	-	2	3	1	3.8	-
	Council Staff Members	-	-	3	2	-	3.4	-
	Self	-	-	1	-	-	3.0	-



## 7 FREQUENCY DISTRIBUTION

Lachlan Miller

### Key Performance Indicator cont'd

		1	2	3	4	5	AVG	%ILE
Ensure monitoring and control of budgets including variance analysis and reporting to the Council	<b>All Raters</b>	-	-	6	4	1	3.5	-
	Elected Members	-	-	3	2	1	3.7	-
	Council Staff Members	-	-	3	2	-	3.4	-
	Self	-	-	1	-	-	3.0	-
Ensure long term asset management plans (community and corporate) are in place and closely monitored	<b>All Raters</b>	-	-	8	2	1	3.4	-
	Elected Members	-	-	4	1	1	3.5	-
	Council Staff Members	-	-	4	1	-	3.2	-
	Self	-	-	1	-	-	3.0	-
Ensure the efficient and effective management and monitoring of the Council's revenue and expenditure	<b>All Raters</b>	-	-	7	3	1	3.5	-
	Elected Members	-	-	4	1	1	3.5	-
	Council Staff Members	-	-	3	2	-	3.4	-
	Self	-	-	1	-	-	3.0	-
Ensure Annual Business and other relevant strategies and plans are prepared to implement Council's Strategic Management Plan	<b>All Raters</b>	-	-	6	4	1	3.5	-
	Elected Members	-	-	3	2	1	3.7	-
	Council Staff Members	-	-	3	2	-	3.4	-
	Self	-	-	1	-	-	3.0	-
Ensure continuous review of the progress in attaining the objectives of Strategic Management Plans	<b>All Raters</b>	-	-	6	4	1	3.5	-
	Elected Members	-	-	3	2	1	3.7	-
	Council Staff Members	-	-	3	2	-	3.4	-
	Self	-	-	1	-	-	3.0	-

## 7 FREQUENCY DISTRIBUTION

Lachlan Miller

### Key Performance Indicator cont'd

		1	2	3	4	5	AVG	%ILE
Support and encourage an environment where Council Members and employees work together to create best practice services for the community	<b>All Raters</b>	-	1	5	3	2	3.5	-
	Elected Members	-	-	3	1	2	3.8	-
	Council Staff Members	-	1	2	2	-	3.2	-
	Self	-	-	1	-	-	3.0	-
Drive high performance standards across all operational areas and encourage ownership, dedication, integrity, professional growth and continuous improvement	<b>All Raters</b>	-	-	8	1	1	3.3	-
	Elected Members	-	-	3	1	1	3.6	-
	Council Staff Members	-	-	5	-	-	3.0	-
	Self	-	-	1	-	-	3.0	-
Improve the performance of the Council by proactively embracing best practice and continuous improvement initiatives	<b>All Raters</b>	-	-	7	2	1	3.4	-
	Elected Members	-	-	3	1	1	3.6	-
	Council Staff Members	-	-	4	1	-	3.2	-
	Self	-	-	1	-	-	3.0	-
Ensure regular reviews of policies, procedures, authorities, controls, workplace agreements, delegations, authorities and systems	<b>All Raters</b>	-	-	7	1	3	3.6	-
	Elected Members	-	-	3	-	3	4.0	-
	Council Staff Members	-	-	4	1	-	3.2	-
	Self	-	-	1	-	-	3.0	-

## 8 INTERPERSONAL STYLE

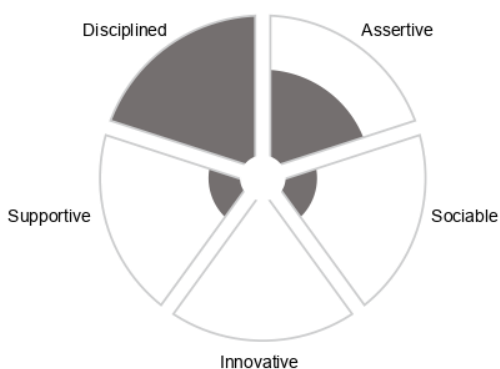
Lachlan Miller



Survey respondents were given a list of 24 adjectives and asked to select the words that best describe you. The Interpersonal Style report groups those selections into the five categories shown below.

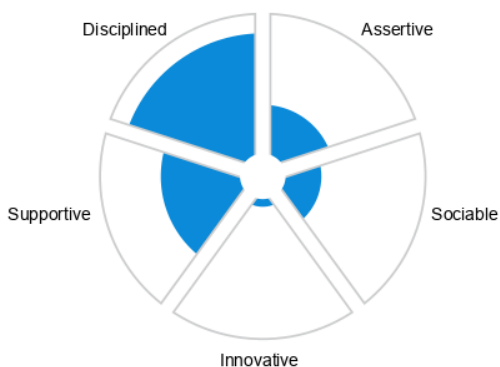
The Interpersonal Style report is primarily a self-awareness exercise. There are no right or wrong answers. There are no good or bad scores.

Compare how you see yourself to how others see you. Is there overlap? Are there any differences? Is there anything that surprises you? How can you use this information as you interact with others going forward?"



### You see yourself as...

- 1 **Disciplined** - Dependable, disciplined, goal-driven, attentive to details, preference for planned behavior and predictability
- 2 **Assertive** - Strong-willed, competitive, dominating, prefer to control and influence situations, events, and relationships



### Other people see you as...

- 1 **Disciplined** - Dependable, disciplined, goal-driven, attentive to details, preference for planned behavior and predictability
- 2 **Supportive** - Concern for others, high level of empathy, prefer cooperation over competition, enjoy helping others

### Words most often used to describe you;

confident thorough reliable supportive organized

## CEO Position Description – Key Result Area – Self Assessment

March 2024

### General Comments

The first five months have been broadly progressing in accordance with the CEO's personal onboarding plan. Prudent asset management and financial sustainability have proven to be the key challenges for the Council and will require predominant focus over the remainder of the Council term. The focus on major capital works projects over successive years and a relatively new elected body will also necessitate a focus on attention legislative compliance and good governance.

The significant number of vacancies (including senior vacancies) and leave accruals have provided considerable challenge in terms of assessing the efficiency and effectiveness of current operations and to develop strategies for improvement.

### Advice to and Relationship with Council Members

- Weekly meetings with Mayor Valentine and (almost) daily email and/or phone contact.
- Currently implementing first round of one-on-one meetings with Council Members.
- High availability to individual Members to discuss matters specific to them.
- Emails to Members on pertinent and/or urgent matters to keep them informed.
- Conducted workshops on governance, planning, public integrity, and policy matters.
- Instituted Council/Committee Resolution Status Report at February 2024 meeting.

### Stakeholder Management and Communication

- Established working relationships with the *Murray Valley Standard*, *The Boarder Times*, and ABC Riverland through interviews, media releases and provision of content to support stories.
- Meeting with community and sporting groups (e.g., Lions, Historical Society, Over 50's, Hawks Football and Netball, Lameroo Forward, Pinnaroo Project) and making speeches, as opportunities allow.
- Established links with Pinnaroo and Lameroo schools and community libraries.
- Establishing networks with local and neighboring institutions (e.g., CFS, SAAS, neighbouring councils, LGA/LGRS/LGFA/MRLGA, hospitals, state government)
- Re-energised Council's social media profile with enhanced community information posting.

### Financial and Asset Management

- Refocusing the Council Members and Administration on the importance of sound asset management processes and the implications of decisions.
- Monitoring grant opportunities and their implications for Council and community use.
- Overseeing the financial and capital works implementation and reporting processes.
- Leading the 2024-25 ABP & Budget process with strong linkages to the LTFP and AMPs.
- All major asset category conditions assessment and revaluations scheduled.
- Implemented enhanced building asset management framework.

**Leadership and Human Resources Management**

- Championing the strategic plan goals and values.
- Nurturing a strong customer service focus.
- Implementing enhanced leave accrual management processes.
- Building greater flexibility into employment arrangements (i.e. contract employment).
- Minor realignment of functional responsibilities within organisational structure.
- Reinforcing WH&S roles and obligations.

**Strategic Planning**

- Reinforcing the Council's strategic planning and reporting framework.
- Developed timetable for the review of the Strategic Plan (LTFP and AMPs to follow)
- Delivered 2024 Strategic Plan annual performance report.
- Prepared strategic community engagement timetable.

**Operational Management, Governance & Major Projects**

- Ongoing review of Council's mandatory and discretionary policy framework to ensure currency and legislative compliance.
- Initiated review of *Community Land Management Plan* and processes.
- Creation of *Unsolicited Proposals Policy* and processes.
- Overseeing final stages of the Mainstreet Upgrades and associated projects.
- Leading the Council's involvement in the Lameroo Silo Art.
- Fully reviewed and updated Council's strategic risk register.



## POSITION DESCRIPTION

### Chief Executive Officer

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Team:	Executive Services
Classification:	Contract
Employment type:	Fixed term
Industrial agreement:	
Reports to:	Council
Last review date:	November 2023

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#### Position objective

The Chief Executive Officer (CEO) is responsible to the Council for providing leadership in implementing Council plans, policies and decisions, managing the various functions and activities of the District, overseeing finances, assets, human resources, communications and projects.

#### Position accountabilities

The CEO is responsible for the effective management and leadership of Council's six (6) Key Result Areas namely:

- Advice To & Relationship With Council
- Stakeholder Management & Communication
- Financial & Asset Management
- Leadership and Human Resource Management
- Strategic Planning
- Operations Management & Major Projects

The CEO will regularly undertake the following activities and processes to ensure all KRAs are delivered regularly and fully and thus providing a high-level customer satisfaction to the stakeholders of the Council.

#### ***Advice to and Relationship with Council Members***

1. Develop and maintain a collaborative, open and engaged working relationship with the Council Members
2. Ensure 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 the Administration
3. Ensure the Council Members are provided with an acceptable cycle of reporting actions that indicate the status, success and effectiveness of all operations and major projects
4. Ensure that the Council's statutory and governance obligations are met in a timely and effective manner
5. Ensure Council Members are provided with appropriate professional development opportunities, resources and services
6. Support the Council Members in upholding the mandated Behavioural Standards Framework

7. Ensure that effective communication and working relationships exist between the Council Members and the Administration, including attending meetings and regular and effective communication processes
8. Provide professional, thorough and objective advice to Council Members
9. Remain up to date in regard to legislative and other major developments affecting local government and advising Council Members as to the ramifications.

#### ***Stakeholder Management and Communication***

1. Liaise with the community, business and regional groups to assist in the achievement of Council's objectives and to facilitate economic growth and community development for the District
2. Develop and activate effective community consultation and engagement strategies to foster a positive reputation and to ensure Council activities and initiatives are appropriately promoted and communicated
3. Initiate and respond to media so that the Council is positioned as a progressive and responsive entity
4. Provide input to any commonwealth, state or local government initiatives affecting the Council area ensure the development of the local economy and community
5. Effectively liaise with local government authorities, the Local Government Association and other government authorities and agencies
6. Lobby the various arms of government and other stakeholders on behalf of the community
7. Represent the Council at appropriate events to maintain, and if necessary, enhance the Council's public profile within the community and amongst stakeholders
8. Address public meetings in a positive and effective manner
9. Establish and maintain quality relationships with resident and business representative groups, educational institutions, community service providers, governmental agencies, local business leaders, individual residents and other customers
10. Promptly and diligently respond to requests for service and advice from employees and community

#### ***Financial and Asset Management***

1. Optimise the grants and subsidies available to Council and the broader community
2. Ensure the long-term financial sustainability of Council
3. Ensure annual and long term financial plans are prepared, monitored and controlled
4. Oversee the annual budgeting process in close consultation with the management team
5. Ensure monitoring and control of budgets including variance analysis and reporting to the Council
6. Ensure Council is provided with timely and accurate financial reports
7. Ensure the financial systems and processes are sound and that technology is used effectively
8. Ensure long term asset management plans (community and corporate) are in place and closely monitored
9. Ensure well researched business cases / project plans are prepared to support major projects.
10. Ensure the efficient and effective management and monitoring of the Council's revenue and expenditure

#### ***Leadership and Human Resources Management***

1. Support and encourage an environment where Council Members and employees work together to create best practice services for the community.
2. Drive high performance standards across all operational areas and encourage ownership, dedication, integrity, professional growth and continuous improvement
3. Nurture a positive organisational culture with a strong customer service focus
4. Lead, develop, motivate and manage the human resources of the organisation
5. Regularly review the organisational structure to ensure it meets the functional and business requirements of the Council's Strategic Plan
6. Ensure recruitment is undertaken in line with contemporary and equal opportunity principles and practices

7. Ensure strategies to attract and retain appropriately skill employees are in place and position Council as an 'employer of choice'
8. Ensure professional development and training opportunities, programs, records and policies are in place
9. Ensure contemporary performance management procedures are in place and remuneration reviews are regularly conducted
10. Ensure that organisational development and associated plans are in place
11. Ensure a positive, inclusive, innovative and productive employee culture and consultative industrial relations environment
12. Be accountable for obligations in accordance with various legislation including; EEO Act, WH&S Act, commonwealth / state industrial laws and various other statutory obligations.

### ***Strategic Planning***

1. Work with Council Members to develop, implement and review the Council's Strategic Plan
2. Ensure Annual Business and other relevant strategies and plans are prepared to implement Council's Strategic Management Plan
3. Effectively communicate the Council vision and strategy to all key internal and external stakeholders
4. Ensure Annual Business Plans are completed and communicated on time
5. Ensure the preparation of Long-Term Asset Management and Financial Management Plans
6. Ensure consultation with ratepayers and other key private and public stakeholders in the development of Strategic and Business Plans
7. Ensure positive progress towards sustainability in all Council's activities
8. Ensure continuous review of the progress in attaining the objectives of Strategic Management Plans.

### ***Operational Management, Governance & Major Projects***

1. Ensure regular reviews of policies, procedures, authorities, controls, workplace agreements, delegations, authorities and systems
2. Identify, manage and report on areas of risk
3. Provide a regular overview of the various operational areas of Council
4. Report to Council and section 41 committees on a regular and formal basis regarding the progress of the Council's operations
5. Endeavor to have major projects completed on time and within budget and project statuses are regularly monitored and communicated to Council
6. Improve the performance of the Council by proactively embracing best practice and continuous improvement initiatives
7. Enhance SMDC's systems and technology is consistent with the Strategic Plan
8. Manage the Council's resources and operations in an efficient and effective manner including the development and maintenance of a 'contestability' philosophy in regard to internal and external services provision

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### **Skills, knowledge, and experience**

#### ***Essential***

1. Demonstrated ability to perform the position accountabilities and achieve the position objective
2. Strong work ethic
3. Prove leadership, with the qualities to motivate and lead the organisation and to drive and implement change
4. Extensive financial planning and budgetary experience supported by sound financial and asset management principles knowledge
5. Demonstrated competency in the development and implementation of corporate strategic plans and the provision of policy advice



6. Practical understanding of local government legislation and other legislation and processes as they relate to public sector decision making
7. Sound knowledge and experience of corporate governance, risk management and compliance
8. Demonstrated experience in performance review and continuous improvement
9. Comprehensive knowledge of contemporary human resource management and organisational development concepts and practices
10. Previous experience with community engagement and public speaking
11. Knowledge of economic and community development principles and comprehensive knowledge of commercial, tourism and community services policies and practices
12. Sound experience in problem solving with a high level of analytical and conceptual thinking skills
13. Demonstrated time management skills, capacity to plan, organise and meet changing priorities and objectives
14. Highly developed communication (written and verbal), negotiation and influencing skills
15. Well-developed customer service skills including the ability to deal with agitated and or difficult customers (internal and external).

#### *Desirable*

1. Substantial previous experience at senior management level
2. Display an affinity for, and understanding of, the challenges facing rural South Australia
3. Experience in dealing with the media

#### *Personal Attributes*

1. A strategic thinker focused on achieving pragmatic outcomes
2. Decisive with the ability to apply analytically sound judgement to problem solving and provide unbiased and candid advice
3. An enthusiastic leader who uses highly developed persuasive and influencing skills with a participative and inclusive style to be able to motivate staff to achieve results
4. A passion for a team-based culture, fostering positive staff relationships and a focus on customer services
5. A commitment to making a major contribution to the organisation and the Council's development and success through the provision of quality service to the community
6. Tact, diplomacy, high emotional intelligence and the ability to remain calm under pressure
7. High ethical standards and personal integrity
8. An outstanding communicator and presenter, demonstrating a high level of professionalism and political astuteness and the ability to engage with a wide variety of stakeholders;
9. Self-driven and the ability to manage competing demands
10. An ability to be flexible and adaptable
11. A commitment to the community.

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#### **Education, training and licences**

1. Tertiary qualifications in business, management, or other relevant disciplines is highly desirable.
  2. Post-graduate qualifications would be well regarded
  3. There is an expectation of ongoing professional development to ensure an up-to-date knowledge of all relevant legislation and professional fields of responsibility
  4. Current 'C' class driver's licence.
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**Work Health and Safety**

1. Perform all work in accordance with WHS legislation and Council's policies and procedures
2. Participate, contribute and demonstrate personal commitment to safe practice and environmental awareness;
3. Commitment to continuously improve the culture of the organisation in relation to risk management and WHS.

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**Return to Work**

1. Participate, contribute and assist, when necessary, in the implementation and coordination of successful rehabilitation programs.
2. Assist with injury management initiatives, by identifying and supervising appropriate work for injured staff;
3. Coordinate and/or assist in, when necessary, the processing and administration of Works Compensation Claims;
4. Perform all duties required relating to Worker's Compensation in accordance with relevant legislation and, in conjunction with LGA Worker's Compensation Scheme.

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**Relationships**

The CEO reports directly to the Council and integrates with the entire organisation. It is integral that the employee creates and maintains a positive team environment.

Internal: All staff, Executive team and Councillors.

External: Community groups and residents, State Government, other local governments, statutory authorities and other stakeholders as required.

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**Acknowledgement**

The information contained in this position description is intended to describe the nature and level of work to be performed. This is not considered an exhaustive list of all the responsibilities, duties or skills required in the role. From time to time, employees may be required to perform duties outside of their normal responsibilities as required.

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**Acceptance of the position**

Signing this position description indicates an agreement and acceptance of the contents and conditions

Employee name	
Signature	
Date	

Signed on behalf of Southern Mallee District Council	
Name	
Title	
Date	

**SOUTHERN MALLEE DISTRICT COUNCIL VISION AND VALUES**

**Vision: -**                    **A prosperous and welcoming community where we share a sustainable and safe environment and a diverse economy.**

**Council Values**

Our values guide our behaviour and decision-making and how we lead and support our community.

**Active Listening** – We actively listen to and engage with people and we seek their participation and keep them informed.

**Excellence** – We strive to achieve excellence in ethical governance and to consistently provide consultative, innovative and responsive services of the highest standard.

**Strategic Thinking** – We understand the past and have a focus on the future, increasing our ability to balance today's needs with the long-term interests of future generations.

**Relationships** – We have collaborative relationships and partnerships that increase value to our community.

**Sense of place** – We recognise our natural environment as a significant asset that is critical to our future. We acknowledge that our community has entrusted Council to protect and enhance our streetscapes, built and natural environment.

**5 CONFIDENTIAL ITEMS****5.1 CEO PROBATION REVIEW****COMMITTEE RESOLUTION**

**Moved:** Cr Campbell Michell

**Seconded:** Cr Chris Mead

**That:**

- 1. Pursuant to Section 90(2) & (3) of *the Local Government Act 1999* the CEO Performance Review Panel orders that the public, with the exception of the Chief Executive Officer, Coordinator Organisational Development, Mel Blondell from Red Seed Productivity Strategists and the Minute Secretary be excluded from attendance at the meeting held on Tuesday 12 March 2024 for Agenda Item 5.1 CEO Probation Review;**
- 2. The CEO Performance Review Panel 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 the Agenda Item 5.1 CEO Probation Review is:  
  
information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).**
- 3. The CEO Performance Review Panel is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed by the need to discuss this Agenda Item 5.1 in confidence.**

**CARRIED**

**COMMITTEE RESOLUTION****Moved: Cr Chris Mead****Seconded: Cr Campbell Michell****That the CEO Performance Review Panel:**

- 1. Receives and notes the contents of the report.**
- 2. Receives and notes the *360 degree Feedback Results* report and survey results, as contained in Attachments 1 and 2.**
- 3. Receives and notes the *CEO Key Result Area Self-Assessment*, as contained in Attachment 3**

**CARRIED****COMMITTEE RESOLUTION****Moved: Cr Campbell Michell****Seconded: Cr Chris Mead****That the CEO Performance Review Panel recommend to Council that the CEO has successfully completed his probationary period and endorses his ongoing employment.****CARRIED**

**COMMITTEE RESOLUTION****Moved:** Cr Campbell Michell**Seconded:** Cr Chris Mead

Subject to the CEO, or his delegate, disclosing information or any document (in whole or in part) for the purpose of implementing the CEO Performance Review Panel's decision(s) in this matter in the performance of the duties and responsibilities of office, the Panel having considered agenda Item 5.1 in confidence under section 90 (2) and (3) (a) of *the Local Government Act 1999*, resolves that an order be made under section 91(7) and (9) of the Act to retain the items in confidence as contained in the Duration of Confidentiality Table below:

<b>Item</b>	<b>Duration of Confidentiality</b> N.B. Item to be reviewed every 12 months if not released
<b>Report</b>	Until the Council has made a resolution regarding the CEO's probationary period.
<b>Attachments</b>	Until the Council has made a resolution regarding the CEO's probationary period.
<b>Minutes</b>	Until the Council has made a resolution regarding the CEO's probationary period.
<b>Other</b>	N/A

**CARRIED**