

PERFORMANCE REVIEW PROCESS FOR CHIEF EXECUTIVE

Introduction

The performance of the Chief Executive is recognised as key to the delivery of the Council's corporate strategies and objectives. The Chief Executive is in a unique position to influence and shape the performance and future of the Council. As such has, there is a shared responsibility between the Chief Executive and the Council leadership in the setting of objectives and performance standards.

The SOA and Corporate Development Plan which sets out the Council's strategic vision will set the strategic guidance and framework within which all employees will be expected to operate including the Chief Executive.

The Review process for the Chief Executive will use the Council's **Performance Management Framework for Senior Managers**. The following guidance sets out the specific application to the post of Chief Executive.

Parties to the Review

The political leadership of the Council will appraise the Chief Executive. This will involve the leader of the Council, the Convener and the Leader(s) of the opposition.

Information will also be gathered in a structured way from peers, comprising the Corporate Management Team.

In order to facilitate the process, assistance will be sought from an external facilitator. The Facilitator will ensure the appraisers have the appropriate skills to assess and set objectives related to strategic aims and corporate priorities and will provide guidance to the elected members on fair and effective methods of reviewing and developing targets and performance before the review meeting takes place.

Process

The review process should be viewed positively as a means of reviewing past performance and setting objectives for the future. The Review for the Chief Executive will be based on an annual meeting to discuss the three elements below. However, it is also essential that coupled with the formal review process there exists an ongoing dialogue with leading members to monitor progress. Any breakdowns in communication or perceived misunderstandings can then be resolved at an early stage. It is vitally important that the relationship between the Chief Executive and members is a solid one based on mutual trust and understanding with clear lines of communication operating.

Gathering of Information

To ensure that a balanced portfolio of performance information is available on which to base a review, evidence shall be gathered from a range of sources and made available to the parties prior to the review meeting. This will include information gathered and prepared by the Chief Executive and a report on feedback received from peers and selected councillors.

The Facilitator will gather the feedback information prior to the review meeting and provide information to all parties in advance of the meeting.

The Review Meeting

- **Performance Review:** the key targets agreed at the previous year's meeting should be reviewed to determine the extent to which they have been achieved. It is important to recognise the impact that external pressures and constraints or changes in priorities may have had on the achievement of these tasks. Areas where performance is above the standard expected should be specifically highlighted, as should any areas of under performance.
- **Performance Improvement:** the information gathered should be reviewed and discussed and an assessment made against the council's senior management competencies contained in the Performance Management Framework. The discussion should focus on how effectively the competency areas have been demonstrated. These should form the criteria against which the performance assessment is made and the basis against which areas requiring further development are identified.
- **Forward Planning:** The process should review both achievements and areas for improvement highlighting barriers/difficulties encountered throughout the year with the aim of setting agreed objectives and an agreed plan of action for the forthcoming 12 months. In this section, consideration should be given to the council's strategic objectives and major plans and priorities in the coming year in order to agree objectives for the Chief Executive. Personal development needs arising from these targets or the competency assessment should also be addressed.

The review meeting will be recorded and the appropriate forms completed.

i Performance Review	<ul style="list-style-type: none"> • Assessment of achievement of targets • Other achievements • Consider barriers to progress 	<ul style="list-style-type: none"> • Review meeting with Chief Executive and 4 leading councillors. • Facilitate/review/recording by independent person/3rd party?
ii Performance Improvement	<ul style="list-style-type: none"> • Personal development portfolio of day to day management issues, achievements, etc. • Feedback from peers/councillors 	<ul style="list-style-type: none"> • Portfolio of information gathered by the Chief Executive to reflect projects, day to day work, unplanned events, etc • Questionnaire/structured information gathered from CMT • Questionnaire/structured information gathered from sample of councillors • Competency Assessment
iii Forward Planning	<ul style="list-style-type: none"> • Corporate objectives/targets • Personal development/targets 	<ul style="list-style-type: none"> • Review meeting – targets agreed based on council's strategic plans • Review Meeting - agree measures to address barriers • Review meet – agreement areas of personal skills or knowledge development