

His Worship the Mayor  
Councillors  
**CITY OF MARION**



**NOTICE OF  
PEOPLE AND CULTURE COMMITTEE MEETING**

Notice is hereby given pursuant to the provisions under Section 83 of the Local Government Act 1999 that a General Council meeting will be held

**Tuesday 5 July 2016**

**Commencing at 6.30pm**

**In Committee Room 1 & 2**

**Council Administration Centre**

**245 Sturt Road, Sturt**

A copy of the Agenda for this meeting is attached in accordance with Section 83 of the Act.

Meetings of the Council are open to the public and interested members of this community are welcome to attend. Access to Committee Room 1 is via the main entrance to the Administration building on Sturt Road, Sturt.

A handwritten signature in blue ink, appearing to read "Tony Lines", is written over the printed name.

**Tony Lines  
A/CHIEF EXECUTIVE OFFICER**

1 July 2016

**CITY OF MARION  
PEOPLE AND CULTURE COMMITTEE AGENDA  
FOR THE MEETING TO BE HELD ON  
TUESDAY 5 JULY 2016  
COMMENCING AT 6.30 PM  
COMMITTEE ROOM 1 & 2  
245 STURT ROAD, STURT**



**1. OPEN MEETING**

**2. KAURNA ACKNOWLEDGEMENT**

*We acknowledge the Kurna people, the traditional custodians of this land and pay our respects to their elders past and present.*

**3. MEMBER'S DECLARATION OF INTEREST (if any)**

**4. CONFIRMATION OF MINUTES**

- 4.1 Confirmation of the Minutes for the People and Culture Committee meeting held 3 May 2016 ..... 4

**5. BUSINESS ARISING**

- 5.1 Review of the Business Arising Statement from previous meetings of the People and Culture Committee .....11

**6. PRESENTATION**

Nil

**7. REPORTS**

- 7.1 Elected Member Professional Development Policy and Plan  
PCC050716R7.1.....14
- 7.2 Council Annual Performance and Effectiveness Review  
PCC050716R7.2.....23
- 7.3 Review of Elected Member and Staff Protocols for Communication  
PCC050716R7.3.....31
- 7.4 Enterprise Agreement (EA) Negotiations Administrative Staff  
PCC050716R7.4.....45
- 7.5 Approach to Succession Planning for Key Staff and Roles  
PCC050716R7.5.....48
- 7.6 People and Culture Monitoring Report  
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7.7	CEO Key Performance Indicators for 2016/17 PCC050716R7.7 .....	63
7.8	CEO Performance Review: Consultant Expressions of Interest PCC050716R7.8.....	68
7.9	Committee Review and Feedback – Verbal Discussion (no report)	

## **8. CONFIDENTIAL ITEMS**

Nil

## **9. ANY OTHER BUSINESS**

## **10. MEETING CLOSURE**

The People and Culture Committee meeting shall conclude on or before 9.30pm unless there is a specific motion adopted at the meeting to continue beyond that time.

## **11. NEXT MEETING**

The next meeting of the People and Culture Committee is scheduled to be held on:

**Time: 6.30pm**

**Date: Tuesday 6 September 2016**

**Venue: Committee Room 1**

**MINUTES OF THE PEOPLE & CULTURE COMMITTEE MEETING  
HELD AT ADMINISTRATION CENTRE  
245 STURT ROAD, STURT  
ON TUESDAY 3 MAY 2016**



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**PRESENT**

**Elected Members**

Councillor Raelene Telfer (Presiding Member) & Councillor Hull  
His Worship the Mayor Kris Hanna

**Independent Member**

Dr David Panter

**In Attendance**

Adrian Skull	Chief Executive Officer (from 7.45 pm)
Kate McKenzie	Manager Corporate Governance
Steph Roberts	Manager Human Resources
Vincent Mifsud	General Manager Corporate Services
Tania Baldock	CEO & Mayor Executive Assistant (Minute Secretary)

**1. OPEN MEETING**

The meeting commenced at 6.34pm.

**2. KAURNA ACKNOWLEDGEMENT**

*We acknowledge the Kurna people, the traditional custodians of this land and pay our respects to their elders past and present.*

**3. MEMBERS DECLARATION OF INTEREST**

The Chairman asked if any Member wished to disclose an interest in relation to any item being considered at the meeting. No interests were disclosed.

**4. CONFIRMATION OF MINUTES**

**Moved Councillor Hull , Seconded Dr Panter** that the minutes of the People and Culture Committee meeting held on 1 March 2016 is confirmed as a true and correct record of proceedings.

**Carried Unanimously**

## 5. BUSINESS ARISING

The statement identifying business arising from the previous meetings of the Committee was reviewed and progress achieved against identified actions noted.

The following points relating to business arising:

- Note that the Independent member is not receiving additional information, administration to ensure the independent member be included in the whole of distribution.

## 6. PRESENTATION

The Committee noted that Ms Charlotte Rayner (City of Marion Young Citizen) was listed on the agenda to present to the Committee on values but would not be presenting due to the size of the agenda and confirmed she would present to the full Council at a later date.

**ACTION: that administration arrange for Ms Rayner to present to Council at a General Council Meeting**

## 7. REPORTS

**6.40 pm Councillor Telfer sought and was granted leave of the meeting to amend the order of the agenda and consider the CEO Performance Review Timeline and Approach Report prior to the CEO KPI Report.**

### **6.41 pm Chief Executive Officer Performance Review – Timeline and Approach Report Reference: PCC030516R7.2**

The Committee discussed various options regarding the approach for the CEO Performance Review with particular focus on if the review should be conducted by external consultants or facilitated by the Manager, Human Resources. Merits of both approaches were debated noting the following points:

- It is standard practice that the annual review of the CEO performance to be conducted by an independent external consultant
- The review should not be complicated and a minimalist approach should be adopted
- The benefit of the Human Resource Manager facilitating the review is that a cost saving will be achieved
- Concerns had been raised regarding previous processes undertaken with external consultants.
- If a consultant is engaged, the costs should be kept to a minimum and control measures implemented to ensure an unbiased review.
- Further work to be completed on the list of consultants.
- If a consultant is appointed, their engagement could include development of strategies for the Council to manage their employee.

The Committee also discussed the merits of the 360 tool noting that it can be used to assist in the assessment of current performance but also as a development tool to understand where the growth opportunities are. If the Council agreed to the 360 as part of the assessment, the Committee confirmed that they would like a say in who would complete the 360.

**Moved Councillor Hull, Seconded Dr Panter** that the People and Culture Committee recommends to Council that:

1. A proposal be sought from external consultants to develop and facilitate the performance review and remuneration benchmarking (if required).
2. The stakeholders for the 360 be nominated by Council.

**Mayor Hanna called for a Division:**

**Those for:** Councillors Hull, Telfer and Dr Panter

**Those against:** Mayor Hanna

**Carried**

**Moved Councillor Hull, Seconded Councillor Telfer** that the People and Culture Committee recommends to Council that:

1. Dr Panter and the HR Manager work to develop a list of consultants to be presented to council.

**Carried**

**Moved Mayor Hanna , Seconded Dr Panter** that the People and Culture Committee:

1. Recommends to Council the proposed approach and timeline for the CEO's performance and remuneration review as outlined in Appendix 1 subject to the following amendments:
  - 3 May – adjust to read Review Quarter 2 & 3
  - August and September - With respect to how the performance ratings are applied
2. Request that a further half yearly survey of the Chief Executive Officer performance is conducted in May 2016 that gather the views of the elected member presented to the 24 May 2016 General Council meeting.

**ACTION: A survey be conducted with Elected Members and the results be presented at the May 24 General Council meeting.**

3. Requests that the Chair of the People and Culture Committee and the Mayor, meet with the Chief Executive Officer to provide performance assessment on an interim basis, such meeting and any minutes thereof, to be confidential because it concerns the personal affairs of the Chief Executive Officer, confidentiality to be maintained until at least 12 months after the Chief Executive Officer has ceased employment with the City of Marion.
4. Recommends that the CEO be invited to use any opportunity to convey back to Council any advice that can assist the CEO to perform his duties better on behalf of the community.

**Carried Unanimously**

**7.45 pm CEO Key Performance Indicators – Quarter 1 & 2, 2015-16**  
**Report Reference: PCC030516R7.1**

The Committee noted that a new version of the report was tabled at the meeting. The Committee made the following points:

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*These Minutes are subject to adoption at the People & Culture Committee Meeting to be held on 5 July 2016*

- queried the lag time on the financial data and was advised that this occurs due to the review process from budget officers. The information is being prepared for the 24<sup>th</sup> May 2016 General Council Meeting.
- discussed the option of using audited financial statements for assessing the KPI's and concurred that it was best practice to do so.
- queried why the KPI weighting percentages had not been incurred and it was noted that they will be added to future reports.
- Requested that year to date information be provided in future reports
- Requested that indicator 5 be assessed on actuals rather than budget to provide clarity on actual spend.
- Sought clarification on indicator 6 that lost time due to psychological impact was included within the KPI. It was confirmed that the LTIFR included all lost time claims associated with injury and/or psychological impact.
- Requested that indicator 8 include details of the actual budget, the contracted budget and the actuals.
- Awareness raised on confidentiality in relation to KPI Indicator 12 Rating by Elected Members.

**ACTION: That the above items be included within the next CEO KPI report.**

**Moved Mayor Hanna, Seconded Dr Panter** that the People and Culture Committee:

1. Notes the CEO's Key Performance Indicators for Quarter 1 and 2, 2015-16

**Carried**

**8.26 pm Mayor Hanna left the meeting and did not return**

**8.26 pm Development Assessment Panel Independent Member Recruitment  
 Report Reference: PCC030516R7.3**

**Moved Councillor Hull, Seconded Dr Panter** that:

1. The names of the two shortlisted applicants whose referee checks have been completed, be recommended to Council meeting at its meeting of 24 May 2016.
2. The Committee recommend to Council to appoint both applicants for a period of two years.
3. The two shortlisted applicants be advised that they have been shortlisted for the two Development Assessment Panel positions, and that their names will be included in the May Council Agenda papers for Council consideration.

**Carried Unanimously**

**8.34 pm Update of Enterprise Agreement Negotiations – Administrative Staff**

**Report Reference: PCC030516R7.4**

**Moved Councillor Dr Panter, Seconded Councillor Hull** that the People and Culture Committee notes:

1. The update provided regarding the Enterprise Agreement Negotiations with Administrative Staff.
2. That a further report will be presented to the People and Culture Committee at its meeting of 5 July 2016.

**Carried Unanimously**

**8.37 pm Organisational Culture and Values**

**Report Reference: PCC030516R7.5**

**Moved Councillor Hull , Seconded Dr Panter** that the People and Culture Committee:

1. Notes the report and discussion regarding organisational culture and values.
2. Recommends that these values be presented to Council for their endorsement.

With the community and safety at the forefront of everything we do, Marion values:

**Respect**

Treating everyone as we want to be treated, where all contributions are valued

- We embrace and celebrate diversity
- We demonstrate courtesy
- We acknowledge and listen to others
- We communicate openly and provide explanation for our decisions

**Integrity**

Fostering trust and honesty in all of our interactions

- We follow through on commitments
- We are frank, open, courageous and transparent
- We are genuine and authentic
- We lead by example

**Achievement**

Enhancing our knowledge and performance to reach our shared goals, while being dedicated to supporting one another

- We are responsible and accountable for our actions
- We give and accept feedback
- We display courage and are decisive
- We get things done and celebrate success

**Innovation**

Encouraging new ideas, and learning from our experience to do things better

- We look for ideas and opportunities to better deliver
- We pursue informed risk-taking
- We practice creative problem solving
- We explore and share best practice

**Carried Unanimously**

**8.42 pm Organisational Strategies – Internal Communications and Wellbeing**

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*These Minutes are subject to adoption at the People & Culture Committee Meeting to be held on 5 July 2016*



**Report Reference: PCC030516R7.6**

**Moved Councillor Hull, Seconded Dr Panter** that the People and Culture Committee:

1. Notes the report and discussion regarding organisational strategies for internal communications and wellbeing.
2. Request a report on current and possible improved communication of Elected Members with staff for the July 5<sup>th</sup> 2016 meeting; including email conventions, propriety and storage of communication data.

**Carried Unanimously**

**8.50 pm Councillor Telfer sought and was granted leave of the meeting to amend the order of the agenda and consider the People and Culture Monitoring report prior to the Workforce Plan.**

**8.50 pm People and Culture Monitoring Report**

**Report Reference: PCC030516R7.8**

The Committee suggested that future reports be refined to clearly identify how items are being measured and what these are being compared to (i.e. budget, etc)

The Committee queried why the Theatre Technicians were not included within any employment agreements. Management confirmed that an answer would be provided through the business arising statement

**ACTION: That information be provided regarding why the Theatre Technicians are not included within any employment agreement.**

The Committee also noted the leave liability, the Vacancy Management Policy and Indigenous employee.

**Moved Councillor Dr Panter, Seconded Councillor Hull** that the People and Culture Committee:

- Notes the metrics outlined in this report.
- Investigate reporting on diversity, ethnicity and language spoken.
- Investigate formal performance management numbers.

**Carried Unanimously**

**9.13 pm Approach to Developing a Workforce Plan**

**Report Reference: PCC030516R7.7**

The Committee noted the report and congratulated staff on the approach to date. The Committee discussed the Vacancy management policy and queried if it was providing benefit to the organisation.

**Moved Councillor Hull , Seconded Dr Panter** that the People and Culture Committee:

1. Notes the report and discussion regarding Workforce Planning.

**Carried Unanimously**

**8. CONFIDENTIAL ITEMS**

Nil

**9. ANY OTHER BUSINESS**

Nil

**10. MEETING CLOSURE**

The meeting was declared closed at 9.19pm

**11. NEXT MEETING**

The next meeting of the People and Culture Committee is scheduled to be held on:

**Time: 6:30 pm**

**Date: 5 July 2016**

**Venue: To be Advised**

**CONFIRMED**

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**CHAIRPERSON**

/ /

**CITY OF MARION**  
**BUSINESS ARISING FROM PEOPLE AND CULTURE COMMITTEE MEETINGS**  
**AS AT 1 July 2016**



	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date
1.	3 May 2016	<b>Presentations</b> That administration arranges for Ms Rayner to present to Council at a General Council Meeting.	Kate McKenzie	5 July 2016	In progress – date yet to be confirmed	September 2016
2.	3 May 2016	<b>CEO Performance Review</b> A survey be conducted with Elected Members and the results be presented at the May 24 General Council meeting.	Steph Roberts	24 May 2016	Completed	
3.	3 May 2016	<b>CEO Key Performance Indicators – Quarter 1 &amp; 2, 2015-16</b> That the above items be included within the next CEO KPI report.	Steph Roberts	24 May 2016	Completed	
4.	3 May 2016	<b>People and Culture Monitoring Report</b> That information be provided regarding why the Theatre Technicians are not included within any employment agreement.	Steph Roberts	5 July 2016	Completed – response sent via email noting that the theatre technicians are under a common law contract. Details are also included within the PPC monitoring report	
5.	5 July 2016	Staff working with the Community (i.e. sporting clubs) to achieve community outcomes.			This item is listed within the meeting schedule for the July meeting. Further direction is sought from the Committee regarding what information is being sought. A report can be presented at a later date.	

**CITY OF MARION****People and Culture Committee**

<b>SCHEDULE OF MEETINGS 2016</b>			
<b>Day</b>	<b>Date</b>	<b>Time</b>	<b>Venue</b>
Tuesday	1 March 2016	6.30 – 9.30 pm	Administration Building
Tuesday	3 May 2016	6.30 – 9.30 pm	Administration Building
Tuesday	5 July 2016	6.30 – 9.30 pm	Administration Building
Tuesday	6 September 2016	6.30 – 9.30 pm	Administration Building
Tuesday	1 November 2016	6.30 – 9.30 pm	Administration Building

**INDICATIVE PEOPLE AND CULTURE WORK PROGRAM - 2016****TUESDAY, 1 March 2016**

<b>Topic</b>	<b>Action</b>
Committees Terms of Reference and overview of skills	Noting and Feedback
Work Plan 2016	Noting and Feedback
Development Assessment Panel Expert Member recruitment	Noting and Feedback
Update of EA Negotiations	Noting and Feedback
Organisational Culture and Values (development, implementation and monitoring)	Noting and Feedback
People and Culture Monitoring Report (key strategies, policies, budget)	Noting and Feedback
Committee Review and Feedback	

**TUESDAY, 3 May 2016**

<b>Topic</b>	<b>Action</b>
Update of EA Negotiations (including issues, market salary gaps, expectations, etc)	Noting and Feedback
DAP Independent Member Recruitment	Recommendation to Council
Workforce Planning	Noting and Feedback
Organisation Values Update	Noting and Feedback
Organisation Wellbeing and Internal Communication Strategies	Noting and Feedback
CEO Key Performance Indicators	Noting and Feedback
Setting of timeline and process for CEO Annual Performance and Remuneration Review	Recommendation to Council
People and Culture Monitoring Report (key strategies, policies, budget)	Noting and Feedback
Committee Review and Feedback	

**TUESDAY, 5 July 2016**

<b>Topic</b>	<b>Action</b>
Succession planning for key Staff	Noting and Feedback
Elected Member Professional Development Policy, Plans	Recommendation to Council
Council effectiveness and performance Review	Recommendation to Council
Staff working with the Community (i.e. sporting clubs) to achieve community outcomes.	Noting and Feedback
People and Culture Monitoring Report (key strategies, policies, budget)	Noting and Feedback
Committee Review and Feedback	

**TUESDAY, 6 September 2016**

<b>Topic</b>	<b>Action</b>
Leadership Development Program	Noting and Feedback
Volunteer Management – performance and improvement	Noting and Feedback
Review appointment of expert member to Audit Committee	Recommendation to Council
People and Culture Monitoring Report (key strategies, policies, budget)	Noting and Feedback
Committee Review and Feedback	
Executive Performance and Remuneration Review	Noting and Feedback
Workforce Plan	Noting and Feedback

**Tuesday, 1 November 2016**

<b>Topic</b>	<b>Action</b>
Annual CEO Performance and Remuneration Review	Recommendation to Council
Review appointment of expert members to section 41 Committees.	Recommendation to Council
Indicative Work Program for People and Culture Committee for 2017	Noting and feedback
Annual Report to Council on Outcomes from People and Culture Committee	Report to Council
People and Culture Monitoring Report (key strategies, policies, budget)	Noting and Feedback
Committee Review and Feedback	

**CITY OF MARION  
PEOPLE AND CULTURE COMMITTEE  
5 JULY 2016**

**Originating Officer:** Jaimie Thwaites, Unit Manager Governance and Records

**Corporate Manager:** Kate McKenzie, Manager Corporate Governance

**General Manager:** Vincent Mifsud, General Manager Corporate Services

**Subject:** Elected Member Professional Development Policy and Plan

**Report Reference:** PCC050716R7.1

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**REPORT OBJECTIVES:**

To provide the Committee with a draft survey regarding Elected Members Professional Development needs to facilitate a round table discussion about the proposed approach.

**EXECUTIVE SUMMARY:**

The Elected Member Professional Development Policy (**Appendix 1**) was adopted by Council on 24 February 2015 (GC240215R11). The Policy was developed in accordance with Section 80A of the Local Government Act 1999 to assist Council Members in their on-going training and development needs to ensure that Council has the necessary knowledge, skills and attributes to exercise sound judgement and effective decision making.

A draft survey has been created to assist in the development of individuals and Council as a whole development plan as required by Sections 6 and 7 of the Policy. A copy of the draft survey is attached at Appendix 2.

The People and Culture Committee's feedback is sought on the draft survey.

**RECOMMENDATIONS (2)**

**DUE DATES**

**That the Committee:**

- |   |           |
|---|-----------|
| 1. Notes the report and discussion regarding the Elected Member Professional Development Survey.                    | July 2016 |
| 2. Provides the following feedback in relation to the survey and / or Elected Member Professional Development Plan: | July 2016 |
| •   |           |

**BACKGROUND**

Section 80A of the Local Government Act 1999 requires Council to develop and adopt a training and development policy for Elected Members:

**80A - Training and development:**

1. The policy must be aimed at assisting members in the performance and discharge of their functions and duties

2. A council may from time to time alter its policy, or substitute a new policy.
3. A person is entitled to inspect (without charge) a policy under this section at the principal office of the council during ordinary office hours.
4. A person is entitled, on payment of a fee fixed by the council, to a copy of a policy under this section.

Section 8AA of the Local Government (General) Regulations requires that Council complies with the requirements of the Local Government Association Training Standards for Council Members. These training standards outline a minimum training requirement for Council Members that must be completed within 12 months of a general election. The modules required to be completed include:

- Introduction to Local Government (1.5 hours)
- Legal Responsibilities (2 hours)
- Council and Committee Meetings (1.5 hours)
- Financial Management (2.5 hours)

All current Elected Members have completed the required modules.

### **ANALYSIS:**

The framework proposed in the Elected Member Professional Development Policy includes:

- Identification of the knowledge, skills and attributes (competencies) needed by an Elected Member / Council as a whole having regard to the strategic directions and performance of the City of Marion, as well as developments within the local government industry.
- Analysis of the professional development needs of Elected Members and Council as a whole against the identified needs, and the formation of short and long term development plans for individual Elected Members and Council as a whole.
- Attendance at professional development activities by individual Elected Members and Council as a whole.

This framework provides Council with the opportunity to identify needs, form short and long term plans and record progress against the plan.

The Policy outlines that Council will create a “whole of Council” development plan. This Plan will be developed via the outcomes of a survey completed individually by elected members.

Feedback is sought from the People and Culture Committee on the draft survey that has been developed for discussion and is attached as appendix 2.

### **Timeframes**

If the Committee is satisfied with the content of the survey, it can be distributed to Elected Members for completion shortly after the meeting with the outcomes to be considered and adopted at a Council meeting.

### **CONCLUSION:**

The Professional Development of an Elected Member is an important factor in Council’s ability to ensure that the City of Marion is well governed and operating in the best interests of the Corporation and the Community.

# Elected Members Professional Development Policy



## 1. POLICY STATEMENT

The City of Marion:

- 1.1 Is committed to professional development activities for its Elected Members, including the mandatory training required pursuant to section 8AA of the Local Government (General) Regulations.
- 1.2 Recognises that the ongoing professional development of Elected Members is an important factor in Council's ability to ensure that the City of Marion is well governed and operating in the best interests of the Corporation and the Community.

## 2. PURPOSE

The purpose of this Policy is to guide the ongoing development of Council to ensure that it collectively possesses the necessary competencies to exercise sound judgement on the various issues faced by the City of Marion, and possesses the characteristics that lead to effective decision-making.

## 3. OVERVIEW

The broad framework within which Elected Member professional development will be delivered encompasses:

- 3.1 Identification of the knowledge, skills and attributes (competencies) needed by an Elected Member / Council as a whole having regard to the strategic directions and performance of the City of Marion, as well as developments within the local government industry.
- 3.2 Analysis of the professional development needs of Elected Members and Council as a whole against the identified needs, and the formation of short and long term development plans for individual Elected Members and Council as a whole.
- 3.3 Attendance at professional development activities by individual Elected Members and Council as a whole.

## 4. KNOWLEDGE, SKILLS AND ATTRIBUTES

As outlined in section 3.1 of the Policy, Council has identified the following knowledge, skills and attributes as key competencies required by all Elected Members in order to ensure sound judgement and effective decision-making:

### 4.1 Knowledge of:

- Roles, responsibilities and obligations of Elected Members
- Relationships between Elected Members, the CEO and staff
- Legislative framework within which City of Marion operates



# Elected Members Professional Development Policy



- Principles of corporate governance and risk management
- Understanding and application of financial policy and budgeting processes
- Local Government industry and 'fit' within the Federal and State levels of government
- Understanding of the City of Marion's strategic directions and how they align with broader strategies and plans (E.g. 30 Year Plan for Greater Adelaide)
- Council meeting procedures (notices of motion, questions with notice etc).

## 4.2 Skills:

- Strategic planning and monitoring
- Corporate policy evaluation
- Critical thinking, analysis and questioning
- Ability to separate the duties and responsibilities of an Elected Member from management
- Information & Communications Technology (Including Social Media)
- Community consultation
- Elected Member liaison and working with external stakeholders
- Ability to operate (during meetings) in a public arena
- Public speaking
- Chairing meetings (council and public)

## 4.3 Personal Attributes:

- Adopts a style encompassing effective communication, decisiveness and being a member of a team
- Adopts a style that is focused on continuous improvement
- High level of ethics, transparency and integrity
- Objective
- Available time and personal organisation skills to manage Elected Member responsibilities
- Constructive leadership.

## 5. LOCAL GOVERNMENT ASSOCIATION TRAINING STANDARDS

Section 80A of the Local Government Act 1999 requires that Council complies with the requirements set under section 8AA of the Local Government (General) Regulations, particularly the Local Government Association Training Standards for Council Members. These training standards outline the minimum training requirements for all Council Members that must be completed within 12 months of a general election.

# Elected Members Professional Development Policy



## 6. IDENTIFICATION OF PROFESSIONAL DEVELOPMENT NEEDS

In addition to the mandatory training, Council will undertake a review of its professional development needs on an annual basis. The review will focus on the professional development needs of:

### 6.1 Council as a Whole

The review of the professional development needs of Council as a whole will assist Elected Members to quantify the needs of Council and to identify broad issues to enhance Council's overall effectiveness.

This review shall be undertaken individually by Elected Members and the results collated by the Manager Governance. The results shall be provided to Council for discussion and results in the development of a "whole of Council" development plan. The review shall take the form of a survey covering key areas of Council's role. The survey content and format shall be determined by Council and may be varied from time to time.

### 6.2 Individual Elected Members

The review of professional development needs for individual Elected Members will assist Elected Members to consider their own development needs as a member of Council. This will involve the completion of an Elected Member Self-Assessment survey.

The self-assessment will be discussed between each individual Elected Member and the Mayor and is intended to be used as the basis for identifying development opportunities for both the next 12-months and the remainder of the term.

The self-assessment review shall take the form of a survey covering key areas of the role of an individual Elected Member. The survey content and format shall be determined by Council and may be varied from time to time.

## 7. ANNUAL PROFESSIONAL DEVELOPMENT PLAN

Following the completion of the annual surveys, a professional development plan will be developed for Council as a whole and individual Elected Members. The Plans will identify development opportunities for the ensuing 12 months as well as the longer term based on the remaining duration of the current Council's term.

## 8. PROCEDURE REVIEW

This policy will be reviewed within 12 months of a general election or as directed by Council.

### **PRIORITY DEVELOPMENT NEEDS FOR ELECTED EMBERS**

To assist Council and Administration in assessing, sourcing and budgeting for Elected Member training, Elected Members are requested to complete this survey.

These surveys will be used to develop the professional development plans for Council as a whole and individual Elected Members as per the Elected Members Professional Development Policy (adopted by Council on 24 February 2015).

Please return this survey to Unit Manager Governance and Records by **XX XXXX 2016**

**Name:** \_\_\_\_\_

Skill/Knowledge Topic	Priority Need (Please tick the appropriate column for each skill/knowledge topic)		
	High Priority <i>Require training</i> ✓	Medium Priority <i>Have undertaken some training but would like more</i> ✓	Low Priority <i>Training not required</i> ✓
<b>Professional Development</b>			
Asset Management			
By-Laws and Order Making			
Charing Meetings			
Commercial Law			
Community and Corporate Planning			
Community Consultation/Participation			
Corporate Governance			
Development Planning/Approvals			
Equal Opportunity			
Economic Development			
Environmental Management			
Financial Management			
Freedom of Information			
Governance Role and Responsibilities on External Boards			
Information Technology (eg Word)			
Overview of the Local Government Act, 1999			
Performance Measurement			
Policy Development			
Risk Management			
Strategic Planning			
Sustainability			
Working with the Media			
Company Director's Course			
Other (please list)			

## APPENDIX 2

Skill/Knowledge Topic	Priority Need (Please tick the appropriate column for each skill/knowledge topic)		
	High Priority  <i>Require training</i>  ✓	Medium Priority  <i>Have undertaken some training but would like more</i>  ✓	Low Priority  <i>Training not required</i>  ✓
<b>Personal Development</b>			
How to Handle Difficult Situations			
Leadership Development			
Leading by Example			
Negotiation Skills			
Influencing Skills			
Problem Solving			
Public Speaking			
Relationship Management			
Stress Management			
Time Management			
Team Development			
Self Awareness (Individual Profiling)			
Change Management			
Other (please list)			
<b>Legal Responsibilities</b>			
Code of Conduct for Council Members			
Conflict of Interest			
Register of Interests			
Responsibilities concerning the provision of support and resources			
Legal Protections for Council Members			
External Oversight (Directly related to EM Decision Making): - Ombudsman SA - Independent Commissioner Against Corruption - Minister for Local Government - District Court			
<b>Financial Management</b>			
Overview of financial governance responsibilities of individual			
Long term financial planning			
Long term asset management planning			
Audit Committees			
Rating			
Budgets and Annual Business Plans Reporting			
<b>Intro to Local Government</b>			

## APPENDIX 2

Skill/Knowledge Topic	Priority Need (Please tick the appropriate column for each skill/knowledge topic)		
	High Priority <i>Require training</i> ✓	Medium Priority <i>Have undertaken some training but would like more</i> ✓	Low Priority <i>Training not required</i> ✓
Community engagement and consultation			
Strategic Planning			
Mandatory Services Provided by Councils			
Discretionary Services Provided by Councils			
<b>Committee Specific Training</b>			
Council Development Assessment Panel Member Training			
Council Development Assessment Panel Workshops for relevant P&D issues eg Code of Conduct			
Audit Committee			
<b>Local Conferences and Seminars</b>			
Council Members Strategic Issues Residential Program			
Mayors & Chairpersons Residential Seminar			
LGA Annual Conference and/or Showcase			
Local Government Professionals (SA) Annual Conference			
Other (please list)			
<b>Interstate Conferences and Seminars</b>			
Local Government Professionals Annual Conference [location]			
Local Government Managers Australia (LGMA) National Congress [location]			
ALGA National General Assembly of Local Government [location]			
<i>Other interstate conferences that may be identified throughout the year</i>			
<b>Other (Please list below)</b>			

## APPENDIX 2

Skill/Knowledge Topic	Priority Need (Please tick the appropriate column for each skill/knowledge topic)		
	High Priority <i>Require training</i> ✓	Medium Priority <i>Have undertaken some training but would like more</i> ✓	Low Priority <i>Training not required</i> ✓

Preferred Method of Training*	Please tick
In-house (training provided by council staff)	
Internal (contract facilitator to deliver to training on site)	
Training organised by external group eg LGA	
Online training	
Self Study of information requested/provided	
Individual training/One-on-one	
Other (please list)	

\* Note: the type of training may dictate the method of delivery in some circumstances

**CITY OF MARION  
PEOPLE AND CULTURE COMMITTEE MEETING  
5 JULY 2016**

**Originating Officer:** Kate McKenzie, Manager Corporate Governance

**General Manager:** Vincent Mifsud, General Manager Corporate Services

**Subject:** Council Annual Performance and Effectiveness Review

**Report Reference:** PCC050716R7.2

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**REPORT OBJECTIVES:**

To seek feedback from the People and Culture Committee regarding how to conduct the annual review of Council's performance and effectiveness.

**EXECUTIVE SUMMARY:**

Regular review of a governing body's performance provides the time to reflect on how effective the group is operating. Understanding performance directly relates to improving the operations and outcomes of the Council that will translate into benefit for the community

Clause 5.8 of the Committee's Terms of Reference states that the Committee will "*Develop and recommend to Council a process to assess Council's effectiveness and performance with a view to improve outcomes for the community.*"

This report provides an overview of the proposed approach, timeline and draft tool for the Committee to consider and make a recommendation to Council regarding how to progress.

**RECOMMENDATIONS (2)**

**DUE DATES**

**That the People and Culture Committee recommend to Council:**

- |   |           |
|---|-----------|
| 1. The proposed approach and timeline for the Council's performance and effectiveness review. | July 2016 |
| 2. Endorse the proposed survey in Appendix 1 subject to the following changes:                | July 2016 |
| -   |           |
| -   |           |
| -   |           |

## BACKGROUND:

Good systems of governance and prudential management will provide community confidence in Council's decision making and the operations of the Council. The evaluation of a governing body's performance is recognised as a valuable contribution to the governance of an organisation.

**ASX Corporate Governance Council** has published its 3<sup>rd</sup> addition of the Corporate Governance Principles and Recommendations. Although this document recommends corporate governance requirements for entities listed on the ASX, it can easily be applied to most organisations. There are eight (8) principles and 29 recommendations. The principles are:

1. Lay a solid foundation for management and oversight
2. Structure the board to add value
3. Act ethically and responsibly
4. Safeguard integrity in corporate reporting
5. Make timely and balanced disclosure
6. Respect the rights of security holders
7. Recognise and manage risks
8. Remunerate fairly and responsibly.

Recommendation 1.6 states that a listed entity should have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors. It should also report during that period whether a performance evaluation was undertaken or not.

The council has previously undertaken performance and effectiveness reviews in 2012 and 2013. It was determined not to completed a review in 2014 due to the Local Government Elections and a review has not been undertaken post-election.

Insync Surveys has been used to conduct the Council's performance review via an effectiveness survey. The survey used by Insync Survey is based on the Richard Leblanc board effectiveness model with the benefit of the survey being that the data and results can be benchmarked against comparable organisations. The Survey is based on a framework of eight categories with a total of 68 questions. The categories are:

- Council Composition and resourcing
- Council Structure and purpose
- Council Leadership, Teamwork and Management Relationships
- Council Agenda, Meeting Arrangements and Minutes
- Conduct of Council Meetings
- Reporting and Information Flow
- Oversight of Strategy, Planning and Performance
- Oversight of other matters.

The survey results from 2012 and 2013 have provided Council with the areas of focus to improve the performance of the Council.

Insync Survey's own the intellectual property of this survey. It has been suggested to explore alternative approaches from the Insync Survey. This report provides various options for the People and Culture Committee to consider.



## DISCUSSION:

There are a number of different options that can be considered to assess performance but generally a tool is developed to provide guidance on the review. The three options below describe the framework of different tools used to measure the performance of governing bodies.

### **Option 1 – Insync Survey (outsourced)**

The approach Insync Survey use is outlined above. The key benefit of using this approach is Council can benchmark its performance against other comparable organisations.

**Option 2 - Australian Institute of Company Directors (outsourced)** recommends that an evaluation tool should canvas the following areas:

- Individual – the role, duties, competence (skills, knowledge, experience), leadership & decision making, member behaviours and the Chairman
- Board – the role, structure and membership, appointment, meetings (including meeting procedures, minutes and agendas), dynamics, competencies, legal standards
- Organisation – governance, management relationships and performance
- Stakeholder – engagement, reporting, relationships and reputation.

If this option was of interest to the Committee, further work is required on the cost and the approach to provide council with more information.

**Option 3 – Local Government Association** has also developed a tool that provides an evaluation of the issues that may be supporting or detracting from Council's effective management. This evaluation tool includes the following areas:

- Meeting procedures
- Quality of debate
- Committees and subsidiaries
- Skills knowledge and behaviour
- Access to information
- Supporting elected representation
- Mayor/chairperson induction and performance
- Leadership in direction and policy setting
- Representation
- CEO performance
- Council member's roles and responsibilities
- Working relationship and behaviours
- Probity and ethical behaviour
- Conflict resolution
- Training, personal development, knowledge and skills
- Mayor/Chairperson and CEO relationship
- Leadership and teamwork
- Mayor/chairperson performance

To access this tool, a fee is required. If the Committee is interested in this option, further work is required to determine the approach and full cost. It is anticipated that this cost is substantially less than either option 1 or 2.

### **RECOMMENDED TOOL:**

Based on the examples provided, a draft Effectiveness Survey for Council has been developed for the Committee's consideration and feedback (**Appendix 1**). It has been developed based on the areas/topics that were present in each of the different tools and includes a total of 47 statements. The Committees views regarding the relevance of the statements and if anything needs to be added or removed would be useful.

The results will provide an overview of the performance of Council and once the results are received, some areas may require some further analysis.

If agreed upon, it is proposed that consultation occur with the whole Council and the tool be provided electronically to Elected Members for completion. This will be an anonymous survey with individual responses not disclosed.

### **PROCESS AND TIMELINE:**

If the committee agree to use the survey proposed to evaluate Councils Effectiveness and Performance, the following process and timeline is recommended.

<b>Step</b>	<b>By When</b>	<b>Action/notes</b>
Committee endorse draft evaluation survey.	5 July 2016	PCC Report
Report to Council	26 July 2016	
Circulate survey to EM's for completion	August 2016	The evaluation period is the 2015/16 financial years operations
Survey close	August 2016	
Manager Corporate Governance to prepare a report on the survey outcomes for the 6 September PPC	August 2016	
Committee to review results of assessment	6 September PCC meeting	PCC to meet and discuss outcomes of evaluation, identify opportunities for improvement, and develop an action plan for recommendation to Council
Report and action plan to council for consideration	20 September	Elected Member Forum
Report to Council	27 September	Council Meeting
Implement action plans	September →	Monitored through action arising statement at each meeting of PPC
Re-evaluate	July 2018	

The proposed process is the same as previous years but managed internally rather than externally. Following the completion of the evaluation, a draft improvement plan will be developed by the Committee for Council consideration.

### **CONCLUSION:**

Understanding the performance of a governing body is critical for the governance framework of an organisation. This process allows members to provide honest feedback to identify what is working well, opportunities for improvement and address any issues that may emerge. This work can also compliment the work being completed in the Elected Member Professional Development Plan.

**APPENDIX 1 – Proposed survey**

<b>Performance Evaluation Survey Council</b>							
<b>Survey Statement</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Comments</b>
		<b>Strongly disagree</b>		<b>Agree</b>		<b>Strongly agree</b>	
<b>1. Roles and Responsibility of Council Members</b>							
1.1	Council Members received an appropriate induction after the elections.						
1.2	Council Members are aware and understand their legislative functions and duties defined within the Local Government Act.						
1.3	Council Members are aware and understand their fiduciary duties.						
1.4	Council Members understand the conflict of interest provisions and their duty of disclosure.						
1.5	Council Members have appropriate resources and support to fulfil their roles and responsibilities.						
1.6	Council Members are kept informed of key information that impact on their roles and responsibilities.						
1.7	Council Members have access and receive appropriate training and development.						
<b>2. Council meetings, agenda, reports and minutes</b>							
2.1	The Council has an appropriate meeting schedule to deal with matters in a timely manner.						
2.2	Agendas and minutes are distributed in a timely manner.						
2.3	The Council agendas are well planned with important issues prioritised.						
2.4	The size of the agenda is manageable within the meeting.						
2.5	The reports are well written and						

	can be easily understood.						
2.6	The Council minutes provide an accurate record of meetings.						
2.7	Meeting procedures are adhered to during Council meetings.						
2.8	Council members have respectful, robust and rigorous debate during Council meetings.						
2.9	The debate during Council meetings is maximised (including reports being taken as read, matters kept on topic and no one dominating).						
2.10	Management responses during council meetings assist decision making.						
2.11	Council uses its confidential provisions appropriately.						
2.12	Resolutions of council are followed up and implemented on time.						
2.13	Management have a sound understanding of matters that should be referred to council or committee for advice or decision making.						
<b>3. Committees</b>							
3.1	The Council has an effective and productive committee structure.						
3.2	The Council delegates matters to the Committee's within the scope of their Terms of Reference.						
3.3	The Committees have well defined terms of reference that do not overlap.						
3.4	The Committees have good systems to review their terms of reference and their performance.						
3.5	The Presiding Members of the Committees ensure that the Committee meetings are productive and a good use of						

	time.						
3.6	The Presiding Members of the Committees have an effective leadership style that compliments the organisations values.						
3.7	The independent members on the Committees demonstrate independent judgement.						
3.8	The Committees are supporting good decision making for the Council.						
<b>4. Council Dynamics, relationships and leadership</b>							
4.1	Council members contribute equally to the work of council.						
4.2	Council members are working together effectively as a team.						
4.3	Poor elected member performance is managed in an appropriate manner .						
4.4	The Mayor has an effective leadership style that compliments the organisations values.						
4.5	The Mayor ensures that council meetings and elected member forums are productive.						
4.6	The Mayor manages issues in a fair and reasonable manner.						
4.7	The Council and the CEO have an effective working relationship.						
4.8	The Council has an effective CEO Performance Review Process.						
4.9	Council Members and Management have a clear understanding of their respective roles and how they differ.						
4.10	Council has a constructive relationship with the executive and senior managers.						
4.11	The Council has appropriate access to executive and senior						

	managers.						
4.12	The Council has a culture of no surprises (i.e. where management and Council concerns are communicated openly and on a timely basis).						
4.13	Council is leading and overseeing the development and implementation of the organisations values.						
<b>5. Other</b>							
5.1	Council Members receive appropriate information regarding matters of interest or concern.						
5.2	Council has good Key Performance Indicators to monitor organisational performance and strategic outcomes.						
5.3	Council Members receive relevant information on the performance of the Council.						
5.4	Council members have a good understanding of the challenges and risks that the organisation faces.						
5.5	Council is confident that the organisation has good systems of internal control.						
5.6	Information requested by Council Members is provided accurately and timely.						

**CITY OF MARION  
PEOPLE AND CULTURE COMMITTEE  
5 JULY 2016**

**Originating Officer:** Jaimie Thwaites, Unit Manager Governance and Records

**Corporate Manager:** Kate McKenzie, Manager Corporate Governance

**General Manager:** Vincent Mifsud, General Manager Corporate Services

**Subject:** Review of Elected Member and Staff Communication Protocols

**Report Reference:** PCC050716R7.3

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**REPORT OBJECTIVES:**

To provide the Committee with information to facilitate a round table discussion regarding Elected Member and Staff communication protocols.

To start discussion on the review of the 'How We Work Together' Policy.

**EXECUTIVE SUMMARY:**

At the People and Culture Committee meeting on 3 May 2016 it was requested that a report on improving the communication between Elected Member and staff be presented at the following meeting (PCC030516R7.6).

This report provides the Committee with details of:

- Current Elected Member and Staff communication practices
- Information on reviewing the 'How We Work Together' Policy and
- A draft Elected Member Records Management Policy.

Councils 'How We Work Together' Policy has been in place since 2011 and this reviewed provides the opportunity to consider potential improvements that could enhance and further develop the policy.

The People and Culture Committee's feedback is sought on the Elected Member and staff communication protocols and associated policies.

**RECOMMENDATIONS (3)**

**DUE DATES**

**That the People and Culture Committee:**

- |  |           |
|--|-----------|
| 1. Notes the report and discussion on Elected Member and Staff Communication Protocols | July 2016 |
| 2. Notes the feedback on the review of the 'How We Work Together' Policy               | July 2016 |
| 3. Notes the feedback on the 'Elected Member Records Management' Policy                | July 2016 |

## BACKGROUND

Elected Members use a variety of forms of communication in their role to engage with various parties. These interactions occur with staff, members of the community, business and other government representatives.

On 3 May 2016 it was resolved that the People and Culture Committee:

*Request a report on current and possible improved communication of Elected Members with staff for the July 5<sup>th</sup> 2016 meeting; including email conventions, propriety and storage of communication data.*

The Local Government Act 1999 makes a clear distinction between the role of the elected Council and the Administration. Successful Local Government needs a strong Council working effectively with a sound management.

A clear understanding of the distinction between the role of the Council and Elected Members, and that of the CEO and Administration staff, is essential.

The primary role of Elected Members is to set the vision, directions, goals and strategies of the Council, determine Council's policies, and to represent and provide leadership to their community.

The role of the CEO is primarily to ensure that Council staff and other resources are directed towards the implementation of the goals, strategies and policies as determined by the elected body, and to advise and support the elected body to enable it to make decisions from an informed position.

An Elected Member has no direct authority over an employee of the Council with respect to the way in which the employee performs his or her duties, and has no role in employing staff, except for employment of the CEO.

The CEO's formal accountability is to the Elected Members sitting as Council.

The way Elected Members and staff interact is critical in determining the relationship these parties have with each other.

In reviewing communication between Elected Members and staff it would be relevant to also review the 'How We Work Together' policy. The City of Marion's 'How We Work Together' Policy (the 'Policy') was adopted on 23 August 2011 (GC230816F03) and is attached as Appendix 1. The policy was developed to set clear expectations for interactions between Elected Members and staff (and vice versa). The Policy aimed to deal with appropriate communications to and from Elected Members and a process for complaints including a system of control measures.

## ANALYSIS:

### **Elected Member and Staff Communication Protocols**

Currently Elected Members and staff utilise the following forms of formal and informal communication to engage with each other:

- Emails
- Elected Member Extranet
- Telephone calls
- Meetings (face to face)
- Ward briefings
- Elected Member Forums



- Elected Member Extranet
- Customer Event System (primarily for service based requests)
- Committee Meetings
- General Council meetings

When reviewing communication protocols the following items could also be taken into account:

- *Informal Gatherings Policy*

The amendments to the *Local Government Act 1999* made by the *Local Government (Accountability and Governance) Amendment Act 2015* commenced on 31 March 2016. The changes required councils to adopt a policy before holding any 'informal gatherings'. It has been interpreted that the intent of the legislation is for open and transparent decision making.

Council adopted the 'Informal Briefings' Policy on 22 March 2016 (GC220316R07).

- *Records Management (Elected Members)*

Under Section 5 of the *State Records Act 1997* Council 'must ensure that official records of enduring evidential or informational value are preserved for future reference'. This Section also applies to Elected Member records such as emails, correspondence and even text messages both sent and received as council business.

An Elected Member Records Management policy has been drafted and is attached as Appendix 2 for discussion.

- *One Point of Contact*

In order to ensure timely and efficient service to all Elected Members a new system in managing Elected Member requests for information was trialed in October / November 2015.

The process was that requests for information from Elected Members be coordinated and managed by the Council Support Unit using the Customer Event System. The aim of the introduction of a centralised system was to provide the following benefits:

- ensure consistency with responses,
- reduce duplication,
- improve record management,
- provide the ability to produce reports,
- allows for automatic notifications to be sent to Elected Members and relevant staff as required.

### **Changes to be Considered in the "How We Work Together" Policy Review**

In reviewing the Policy, it is important to consider a number of significant changes that have occurred within the City of Marion and Local Government environment. These items have been outlined below:

- ***Work Health and Safety Act 2012***

The *Work Health and Safety Act 2012* came into effect 1 January 2013

Under the Work Health Safety Act 2012 the primary duty of an employer is to ensure, so far as is reasonably practicable, that the health and safety of workers (and others like clients and customers) is not put at risk from the conduct of the business or undertaking.

This duty is essentially the same as previously existed and requires employers to provide:

- a safe work environment
- safe plant and structures
- safe systems of work
- safe use and handling of plant, structures and substances
- adequate facilities to support the welfare of workers
- information, training, instruction or supervision
- monitoring of the health of workers and conditions at the workplace to prevent illness or injury of workers.

It is important to note this legislation, as the CEO must ensure the health and safety of all employees and a policy regarding the appropriate interaction between Elected Members and staff would be one of the control measures put in place to support this.

- **Codes of Conduct (including Procedure for Investigating Complaints)**

The mandatory Code of Conduct for Council Members was gazetted on the 29 August 2013 for all Elected Members within South Australia to provide transparency and consistency across the sector. The code of conduct is a set of guidelines that outline an acceptable standard of behaviour and conduct.

The current Council adopted the Elected Member Code of Conduct Procedure for the investigation of Elected Member Code of Conduct Complaints in November 2015 (GC101115R01).

The mandatory Code of Conduct for Council Employees was gazetted on 13 February 2014.

- **Organisation Values**

Council endorsed the following organisational values at the 24 May 2016 General Council meeting (GC240516R13):

*With the **community** and **safety** at the forefront of everything we do, Marion values:*

**Respect**

*Treating everyone as we want to be treated, where all contributions are valued*

- *We embrace and celebrate diversity*
- *We demonstrate courtesy*
- *We acknowledge and listen to others*
- *We communicate openly and provide explanation for our decisions*

**Integrity**

*Fostering trust and honesty in all of our interactions*

- *We follow through on commitments*
- *We are frank, open, courageous and transparent*
- *We are genuine and authentic*
- *We lead by example*

### Achievement

*Enhancing our knowledge and performance to reach our shared goals, while being dedicated to supporting one another*

- *We are responsible and accountable for our actions*
- *We give and accept feedback*
- *We display courage and are decisive*
- *We get things done and celebrate success*

### Innovation

*Encouraging new ideas, and learning from our experience to do things better*

- *We look for ideas and opportunities to better deliver*
- *We pursue informed risk-taking*
- *We practice creative problem solving*
- *We explore and share best practice*

- **Format**

The Policy in its current form contains a mixture of information that would typically be included in both a policy and procedure. Consideration could be given to creating two separate documents (i.e. (1) a policy and (2) procedure) as part of the review.

### Recommendations

There are a number steps that can be undertake to improve and enhance the How We Work Together Policy including:

- Separating the Policy and Procedure into two documents
- Incorporating the organisational values
- Adding email protocols that include the parameters of when to communicate via email to Elected Members (i.e urgent information, seeking feedback, organising meetings, etc)
- The Elected Member Extranet
- Consideration of the one point of contact.

### **CONCLUSION:**

When Elected Members and staff have a clear understanding of the expected standards of behaviour when communicating with each other, it can help reduce the risk of misunderstandings and potential breaches of respective obligations and responsibilities.

# How we Work Together Policy



## POLICY STATEMENT

At the City of Marion we embrace an environment in which we value the right of every councillor, employee, contractor, volunteer and customer to be treated with respect, dignity and courtesy.

We have the right to be in an environment that is free from unacceptable behaviours and we all have a responsibility to ensure that this happens. Working together requires everyone to understand and follow the principles and procedures of this policy.

Working together gives everyone a fair go. This is what we all expect and deserve. This is good for everyone and is good for our customers.

This policy is not intended to limit any statutory and common law rights of councillors to access information. Nor to limit their obligations as elected members but to provide an appropriate framework to work within.

## OBJECTIVE

The objectives of this policy are to:

- Ensure councillors have access to advice, information and documentation to help them to perform and discharge their functions and duties in an orderly manner;
- Provide a clear and consistent framework for the interactions between councillors, employees, and other persons;
- Foster an environment where the following positive behaviours are promoted:
  - Combining a balance between concern for people and tasks
  - Encouraging and supporting others
  - Valuing diversity and creativity
  - Achieving our respective roles
  - Resolving conflicts constructively.
- Stress that behaviours involving anger, threats, aggression, violence and assault will not be tolerated under any circumstance;
- Raise awareness as to what constitutes unacceptable behaviours and encourages professional behaviours;
- Provide a clear and consistent framework for the reporting of, and appropriate application of procedures to deal with complaints about non-compliance with this policy;
- Achieve and comply with Council's legal obligation pursuant to Occupational Health and Safety legislation and relevant anti-discrimination legislation.

## PRINCIPLES

This policy seeks to provide councillors, employees and other persons with clarity surrounding their respective obligations and responsibilities in dealings with each other, and to support the CEO in the discharge of obligations and responsibilities pursuant to Occupational Health and Safety legislation.

This Policy recognises that the interactions between councillors, employees and other persons can in certain circumstances, have the potential to lead to unacceptable behaviours and that it is necessary to document an understanding about what to do when this happens.

Employees should be aware that councillors have a legitimate right and responsibility to represent the interests of residents and ratepayers, to provide community leadership and guidance, and to facilitate communication between the community and the Council. Employees should provide assistance to councillors in fulfilling their role in accordance with this policy and Council's Code of Conduct.

Councillors should be aware that employees have a legitimate right and responsibility to maintain professional integrity and should not be subject to undue pressure. Councillors should avoid placing employees in difficult positions with requests for information or action.

## DEFINITIONS

**Act** refers to the Local Government Act (SA) 1999.

**Councillor** refers to an Elected Member, elected in accordance with the Act.

**Employer** refers to the City of Marion (Council).

**Employees** refers to all Council staff who are performing duties/tasks on behalf of the Council.

**Manager** refers to all people managers within Council irrespective of their actual title (e.g. Director, Manager, Team Leader, Co-ordinator etc).

**Other Persons** refers to all Volunteers to Council, visitors, labour hire employees, contractors, rate payers and other stakeholders.

**Serious Complaint** refers to a complaint about behaviour that causes serious and imminent risk to the health or safety of a person or the reputation of Council.

## ACCESS TO INFORMATION

### Councillor Requests

Councillors receive a large number of requests from residents seeking their assistance regarding a variety of Council functions. Councillors also at times seek further information on matters relating to their duties and functions.

Councillors are able to lodge these requests verbally, by email or in writing. In every instance councillors will need to comply with the expectation that they will, in making those requests, engage in acceptable and professional behaviours in line with this Policy.

Councillors will be provided with access to all relevant information relating to any matter before Council to ensure consideration can be given to any matter requiring a Council resolution. This will be conducted within the limits of the law such as copyright and privacy provisions.

### Employee Responsibilities

In dealing with councillors, employees and other persons, employees must comply with the terms of Councils Code of Conduct for Employees and this policy.

If employees are unsure whether to provide a councillor with information or if a particular request for action should proceed, they should direct the matter to their immediate Manager, Manager Governance or their Director for direction. Alternatively the councillor may be requested to direct their request through the

relevant manager, Director, Manager Governance or CEO. Should a Councillor be requested to direct their request through another person, the Councillor should not persist with their request through the employee.

## **COMMUNICATING THE POLICY**

An explanation of this policy will form part of the induction program for all councillors, employees and volunteers. Training on the principles of this policy will be conducted every three years for employees and every four years for councillors and will be compulsory for all employees and councillors.

## **DEFINING BEHAVIOURS**

Council's Codes of Conduct describes acceptable behaviours for Councillors and Employees.

### **Acceptable and Professional Behaviour**

In addition to the Codes of Conducts, Councils constructive culture requires:

- Treating everyone with respect, courtesy and dignity;
- Open and balanced communication;
- Respecting the roles of the other person;
- Remembering the basic courtesies of "please", "thank you", "I'm sorry";
- Including people rather than excluding people because of prejudice;
- Moving from blame to problem solving to deal with differences of opinion.

### **Unacceptable Behaviours**

The following behaviours have been defined as minor, moderate and serious levels of unacceptable behaviour:

- Employees unreasonably refusing to give information to a councillor that relates to a matter before Council, is lawfully available to other persons or other councillors, or that is publicly available information;
- Councillors or employees demanding, without appropriate notice, access to information in a way that is not respectful of the position or time constraints of the other;
- Displaying confronting behaviour such as abusive language, rudeness and aggression (for example, swearing, clenching teeth, making a fist with hand);
- Councillors and employees making personal attacks in a public forum;
- Behaviour such as, threats or intimidation (for example, invading personal space);
- Racist or sexual slurs;
- Employees, outside of their contractual responsibility, becoming directly involved in Council business;
- Councillors direct involvement with, or investigation of, employee related matters (except for the CEO);
- Intimidation or use of perceived position of power to coerce others by fear, reprimand, humiliation or other threats.
- Psychological or physical harassment including bullying or psychological threats;

- Violence and assault of another.

## DEALING WITH ALL FORMS OF UNACCEPTABLE BEHAVIOURS

When a matter of unacceptable behaviour is reported, the following principles will apply. These principles are the right of:

- The person to know the allegation(s) being made against them;
- Each party to be heard in respect to the allegations;
- Each party to be treated fairly;
- To have the opportunity for a support person present during interviews; and
- To have a facilitator who acts fairly and in good faith with no predetermined outcome of the process.

### Dealing with serious complaints

When a complaint on its face is serious;

- For councillors, this means the matter to be dealt with as a breach of the Code of Conduct for Elected Members and referred, in confidence, to Council;
- For employees, it will be addressed using Council's employee performance management procedure.

### Dealing with minor or moderate complaints

Matters involving behaviour considered to be minor or moderate will be managed as follows;

#### Self management

If, for any reason, a councillor, employee or other person believes that they or someone else isn't being treated fairly and professionally, or that any request for information is not being dealt with reasonably or that there is any breach of this policy, they should speak up to tell the offender that the behaviour or conduct is not in line with this policy (**self management**). Assistance of another party may be sought where the person experiencing the behaviour feels intimidated by the offender.

An offender on being advised that they are perceived as having acted or acting in a way that makes the councillor, employee or other person feel uncomfortable has an obligation to immediately stop that behaviour.

### What will happen next?

The top priority is to get the behaviour stopped. If the councillor, employee or other person hasn't been able to resolve the issue by self management, the incident will be investigated in a fair, confidential and timely manner for all parties.

### How are incidents reported?

Any incidents occurring should be reported as follows, and a written incident report completed:

#### ***Incident between:***

Councillor and employee/other persons

Councillor and Councillor

Councillor and Mayor

Councillor and CEO

Mayor and CEO

Employee and employee

#### ***Reported to:***

CEO

Mayor

CEO

Mayor

Deputy Mayor

Relevant manager

Incidents that have been addressed by self management do not require reporting.

### Resolution of Grievances and/or Concerns or Complaints

Complaints about employees unable to be resolved by self management will be addressed using Council's employee performance management system.

Where a complaint made against a councillor is unable to be resolved by self management, the formal procedure outlined below will apply.

At any stage throughout the procedure a councillor or employee may choose to engage the assistance or support of a support person/witness.

At all times, the identity of the complainant will be preserved, as far as possible.

The CEO may choose, at any time, to take such advice, assistance, initiate any investigation, or adopt recommendations (internally or externally) as appropriate or necessary in addressing the complaint.

#### First Step

The CEO will address the matter verbally with the councillor concerned, giving sufficient detail of the nature of the complaint, and the councillor will be given an opportunity to:

- State his/her position in relation to the matter;
- Suggest a way forward to deal with concerns.

The councillor and the CEO may mutually agree a basis for, or the terms of, a determination of the complaint which will be recorded in writing.

Where the councillor disputes the complaint &/or terms for mutual agreement of a determination of the complaint, the matter shall proceed to the second step below.

#### Second Step

Where another complaint is made against a councillor, or the complaint is disputed under the first step, the CEO will advise the person concerned, in writing of the nature of the complaint, with sufficient detail to enable the councillor to respond. Such advice will include notice that the complaint, if substantiated in whole or in part, may result in a written caution to the councillor and/or written advice of the expectations of the councillor in future.



Where the councillor disputes the determination of the CEO (or any part of it), the matter must be reviewed by the Council, in confidence. The majority decision of the Council will stand, and will resolve the matter as concerns the dispute on a final basis.

### **Third Step**

Where a further complaint is made against a councillor, the matter must be reviewed by the Council, in confidence. The Council will consider all previous complaints and consider any pattern of behaviour. The majority decision of the Council will stand, and will resolve the matter as concerns the complaint on a final basis. Where any part of the complaint is substantiated, the councillor will be advised that any further complaint against him/her will be automatically dealt with as a serious breach of the Code of Conduct applying to Elected Members.

## **REVIEW DATE**

This policy was adopted on 23 August 2011.

This Policy will be reviewed within 6 months of being adopted by Council and within 12 months of a general election.

## **REFERENCES**

### **STRATEGIC PLAN:**

EC3.1 – Ensure our workplace provides safe systems of work, fair treatment, appropriate reward and recognition, values diversity and embraces a healthy work/life balance.

### **EXCELLENCE IN GOVERNANCE:**

EG2 - Maintain all the policies required to provide both council and management with the necessary guidance to make decisions consistent with our Vision.

### **PROCEDURE REFERENCE:**

City of Marion Codes of Conduct (Employees)

City of Marion Code of Conduct (Elected Members)

Addressing Employee Performance and/or Conduct Procedure

City of Marion Whistleblowers Policy and Procedure

### **OTHER RELATED REFERENCES:**

#### **Federal Legislation:**

Disability Discrimination Act 1992

Equal Opportunity for Women in the Workplace Act 1999

Human Rights and Equal Opportunity Commission Act 1986

Racial Discrimination Act 1975

Sex Discrimination Act 1984

### **State Legislation:**

Equal Opportunity Act 1984 (SA)

Racial Vilification Act 1996 (SA)

Whistleblowers Protection Act 1993 (SA)

Occupational Health, Safety and welfare Act 1986

### **PREVIOUS VERSIONS**

Nil

### **AUTHOR**

Manager Governance

Manager Organisational Development

# Elected Member Records Management Policy



## 1. RATIONALE

To provide for the capture, storage and maintenance of corporate records that document council business activities and transactions to/from Elected Members.

## 2. POLICY STATEMENT

To ensure that corporate records of Elected Members are captured, stored and maintained to;

- comply with legislative responsibilities,
- encourage transparency and accountability,
- meet the expectations of other external 'reviewing' agencies regarding access to corporate records/information upon council business activities and transactions as a public authority.

## 3. PRINCIPLES

This policy encourages Elected Members to provide corporate records that document council business activities and transactions to be captured, stored and maintained within the City of Marion's record keeping software program. This policy is based upon the principles of good governance, transparency and mutual trust.

## 4. POLICY SCOPE AND IMPLEMENTATION

This policy incorporates corporate records (regardless of the medium the record takes) to/from Elected Members in their role as public servants and representative of the constituents of the City of Marion.

Corporate records to/from Elected Members are encouraged to be provided to the Manager Governance in accordance with this policy and, as such will be;

- recorded in the City of Marion's record keeping software program.
- Accessible upon request to *all* Elected Members and Manager Governance unless otherwise specified.
- the property of the City of Marion.
- subject to the provisions of legislative responsibilities in accordance with the *State Records Act 1997 (SA)*, *Freedom of Information Act 1991 (SA)*, *Local Government Act 1999 (SA)*.
- Securely stored and not intentionally deleted, destructed or altered unless the record/s in question adhere to provisions in the *State Records Act 1997 (SA)*.

Elected Members may, at any time seek clarification or assistance to any records captured in accordance with this policy by request to Manager Governance.

## 5. DEFINITIONS (in the context of this policy)

**Access:** means of finding, using or retrieving information/record.

**Council business/activity/transaction:** any dealings, communication, proceeding or discussion that involve council.

**Corporate record:** a record made or received in the conduct of council business regardless of the medium the record takes.

**Document:** an item especially of a factual or informative nature which can take the form of a letter, email, tape recording, video, audio, transcript etc.

# Elected Member Records Management Policy



- Elected Member:** a person appointed or elected as a councillor or mayor of council as described within the Local Government Act 1999.
- Medium:** a means or channel of communication.
- Public access:** means of finding, using or retrieving information by the general public.
- Public servant:** person holding government office or job by election or appointment including Elected Members.
- Record:** a written, graphic or pictorial matter, a disk, film, tape or any other object that contains information or from which information may be reproduced.

## 6. REFERENCES

Please read this policy in conjunction with the following references;

- *State Records Act 1997 (SA)*
- *Freedom of Information Act 1991 (SA)*
- *Local Government Act 1999 (SA)*
- *City of Marion Information Technology Policy*

## 7. REVIEW AND EVALUATION

This policy terminates at the end of the 2014 Council term (2018) and will be reviewed and evaluated by the Manager Governance xxxxx..

Revision Ref. No.	Approved/ Amended/ Rescinded	Ratified Date	Evaluation Date	Council Committee EMG	Resolution Number	Document Reference
		ddmmyy	ddmmyy			
Policy Manager and Department responsible						

**CITY OF MARION  
PEOPLE AND CULTURE COMMITTEE MEETING  
5 JULY 2016**

**Originating Officer:** Steph Roberts, Manager Human Resources

**Chief Executive:** Adrian Skull

**Subject:** Enterprise Agreement (EA) Negotiations  
Administrative Staff

**Report Reference:** PCC050716R7.4

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**REPORT OBJECTIVES:**

To provide the Committee with a further update on the Enterprise Agreement (EA) Negotiations for Administration (ASU) staff.

**EXECUTIVE SUMMARY:**

Since the People and Culture Committee last met in May 2016, negotiations regarding the EA for Administration staff have continued. Management has reached in principle agreement with staff and the union (ASU), with negotiations continuing on specific aspects of the agreement.

Management have received a formal response from staff and the ASU on the management position. Although there are a number of claims that have reached consensus, there are still a number of matters that continue to be in negotiation.

It is hoped to put the Agreement to a vote as close as possible to expiry (30 June 2016).

**RECOMMENDATIONS (2)**

**DUE DATES**

**That the Committee Notes:**

- |  |             |
|--|-------------|
| 1. The update provided regarding the Enterprise Agreement Negotiations with Administrative Staff.                  | 5 July 2016 |
| 2. That a further report will be presented to the People and Culture Committee at its meeting of 6 September 2016. | 5 July 2016 |

## DISCUSSION:

At the May 2016 People and Culture Committee meeting, a report was provided notifying the Committee that EA negotiations had begun with the Staff Representatives, Management Representatives and the ASU (Staff Enterprise Agreement Development Team), with the current agreement expiring on 30 June 2016. This report provides an overview of how the negotiations continue to progress.

As previously advised, the following management strategic intent was put to the Staff Enterprise Agreement Development Team.

Management Strategic Intent / Environmental Considerations (regarding the pay rise):

- Pressure from community to minimise rate increases;
- Diminishing State and Federal Grants;
- Cost shifting from Federal / State;
- Increasing service expectations;
- Low CPI (March 2016 – 1.3%);
- LTFP salary increase – 2%.

There has been agreement in principle reached on the Enterprise Agreement regarding the following matters:

- A 3-year term for the Agreement
- The retention of no forced redundancies
- No reduction in Higher Duties provisions
- HR Policies will remain in the Agreement
- Increasing the probation period from 3 months to 6 months
- Staff Representatives will not be pursuing:
  - 9-day fortnight arrangements
  - Greater access to flexi time
  - Work load issues
  - Greater access to learning and development
  - Priority placed on internal candidates rather than external
  - Leave loading not capped at level 6.2
  - Special leave for staff representing their state or country in sport

Below is a summary of matters where staff and management remain in negotiations:

Claim	Management / Staff/Union	Negotiation details
Annual wage increase 2%	Management	Relative to other similar Councils
Voluntary Separation Package reduction from 2 to 1.5 years.	Management	Pursuing no reduction in entitlements
3 grace days over the Christmas period	Staff/Union	Staff still pursuing
Removal of representative allowance	Management	Staff pursuing no change

The ASU and Staff Representatives held meetings with staff at the beginning of June. A meeting held on Tuesday 14 June 2016 between Management, the Employee Representatives and the ASU reported that the key items staff were steadfast about were job security, no reduction to the current voluntary separation arrangements and reducing the amount of fixed term contracts.

Management is planning on holding weekly meetings with Staff Representatives and the ASU, with the view of working towards reaching a speedy agreement to the outstanding matters and to enable the voting process to begin, as close as possible to expiry.

Once negotiations have been finalised, the following process will be managed, in line with the Fair Work Act requirements:

- Any required changes to the Agreement will be drafted in consultation with the Staff Enterprise Agreement Development Team.
- The draft Agreement will be provided to staff.
- Information sessions held to ensure staff understand the Agreement's terms and conditions
- Employees will be notified of the time and place the vote will occur and the voting method that will be used.
- The vote is successful when a majority of the employees who cast a valid vote endorse the agreement.
- The application for a proposed enterprise agreement must be lodged with the Fair Work Commission within 14 days of the agreement being made.

#### **CONCLUSION:**

The Committee will be provided with a further update at its meeting of 6 September 2016.

**CITY OF MARION  
PEOPLE AND CULTURE COMMITTEE MEETING  
5 JULY 2016**

**Originating Officer:** Steph Roberts, Manager Human Resources

**Chief Executive:** Adrian Skull

**Subject:** Approach to Succession Planning for Key Staff and Roles

**Report Reference:** PCC050716R7.5

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**REPORT OBJECTIVES:**

To provide the Committee with an overview on the approach to succession planning for key staff and key roles, having noted at the 3 May 2016 Committee meeting the overall approach to workforce planning, of which succession planning forms a part.

**EXECUTIVE SUMMARY:**

Common practice in high performing organisations is to integrate workforce planning initiatives into business and strategic planning processes. An integrated workforce plan can assist an organisation to structure its resources to achieve its goals within defined limits.

The City of Marion is developing its workforce plan within the intent to create a capable and high performing workforce to deliver effective and efficient services to our community now and into the future.

This report provides a high level overview regarding how the City of Marion will gather key staff and key role data as part of the workforce plan and manage succession planning and retention strategies for our key staff.

**RECOMMENDATION (1)**

**DUE DATE**

**That the Committee:**

- |   |             |
|---|-------------|
| 1. Notes the report and discussion regarding Succession Planning for key staff and key roles. | 5 July 2016 |
|---|-------------|



## **BACKGROUND:**

The City of Marion Council is developing an organisational Workforce Plan.

Workforce planning is a systematic, fully integrated organisational process that involves proactively planning ahead to avoid talent surpluses or shortages.

By planning ahead, Council can ensure the right number of people, with the right skills, in the right place, and at the right time. Workforce planning is also referred to as talent planning because it integrates the forecasting elements of each of the Human Resources functions that relate to talent, including retention, redeployment, leadership and employee development.

An organisational KPI to retain equal to or greater than 95% of Council's key staff was put in place, as per the Council resolution 14 June 2016.

## **DISCUSSION:**

The workforce plan will be developed with a commitment to work within the following key strategies regarding succession planning:

- Emerging Leaders / Talent Management
- Gap Year / Traineeships
- Transition to Retirement
- Retention
  - Reward and Recognition
  - Flexible working arrangements

As part of the Workforce Plan, critical employee data is required to be collected and analysed to inform our succession planning strategies, including:

- Identify demographic challenges Council faces with the current workforce population. E.g. an ageing workforce and WHS implications.
- Identify core competencies, skills, critical work functions, key leadership/non-leadership positions.

This will include working with the Executive and Senior Leadership Teams in August 2016, to identify and map the following:

- Key position/person risk (valued experience, high levels of capability)
- Key position/person risk (competency/capability gaps)
- Key talent/emerging leaders

Analysing the risk of losing key staff can yield surprising results. Sometimes the perception that an employee is essential is simply that – a perception. The opposite can also be the case, and far too often, there is no answer to the “what if” question. What if we had to make do without the person we cannot do without?

Identifying the potential losses associated with losing key staff in terms of knowledge, customers, network, as well as potential financial and legal liabilities helps give impetus to targeting succession planning and retention efforts.

A thorough analysis also assists in replacing the employee in an identified key role, because the staff member's role and responsibilities are identified and more clearly defined.

Identifying key roles is also critical in identifying competency and capability gaps, which once again informs succession planning, along with recruitment efforts.

**CONCLUSION:**

Succession planning will be informed by the Workforce plan, developed in line with the Human Resources Work Area Plan, to ensure the key talent programs are progressed through the 2016/2017 financial year.

A progress report on the development of the Workforce plan will be brought to the People and Culture Committee 9 September 2016, to enable the opportunity for the Committee to provide further input.

**CITY OF MARION  
PEOPLE AND CULTURE COMMITTEE MEETING  
5 JULY 2016**

**Originating Officer:** Steph Roberts, Manager Human Resources

**Chief Executive:** Adrian Skull

**Subject:** People and Culture Monitoring Report

**Report Reference:** PCC050716R7.6

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**REPORT OBJECTIVES:**

Section 2.1.1 of the People and Culture Committee's Terms of Reference states that the purpose of the Committee is "Reviewing, monitoring and recommending to Council relevant strategies regarding the organisation's culture and performance associated with the conduct of Elected Members, employees and volunteers".

**EXECUTIVE SUMMARY**

Reporting on the agreed key people metrics has begun with the formation of the People and Culture Committee. As we continue to collect data over the coming months, we will be able to further analyse trends in the effectiveness of Council's resource management. The current critical areas requiring a focus and strategies for improvement are Council's excessive leave liability and lost time injury frequency rate (LTIFR), within Injury Management.

**RECOMMENDATIONS (3)**

**DUE DATES**

**That the Committee:**

- |  |             |
|--|-------------|
| 1. Notes the metrics outlined in this report.  | 5 July 2016 |
| 2. Discuss and suggests the following metrics _____, _____, _____  | 5 July 2016 |
| 3. Consider the need to provide an Injury Management update in this monitoring report, with the decision having been made to provide a monthly safety report to Council. | 5 July 2016 |

## BACKGROUND:

At its meeting of 3 May 2016, the Committee noted the monitoring report, and requested some further profiling data be explored, including trends in indigenous employment, diversity, gender splits, trainees, council employment profile mapped to the community profile and formal disciplinary measures undertaken.

The workforce plan will take into account the above profiling data analysis and will be further reported to the Committee 9 September 2016 (the approach to developing the workforce plan was presented at the 3 May meeting). This report includes a report on formal disciplinary measures from July 2015 to current.

## DISCUSSION:

Key people metrics included below can be used to monitor the health and wellbeing of staff and the effectiveness of staff resource management.

### Headcount

The budgeted full time equivalent (FTE) figures for 2014/15, 2015/16 and 2016/17 are included in this report as Appendix 1. Appendix 1 outlines the overall net reduction of 15.9 FTE since 2014/15 resulting in labour cost savings of \$1,676,271.

Table 1 provides a summary of the actual FTE figures within the 2015/16 financial year, as compared to the budgeted FTE (excluding Temporary Labour hire) of 353.8.

The variance is caused by the number of vacancies and seasonal staff varying from month to month.




*Table 1: Actual Employee FTE*

2015/2016 Budgeted FTE 353.8 (including casual staff, excluding temporary labour hire)					
	February	March		May	
	<i>Excluding Temporary Labour hire</i>	<i>Excluding Temporary Labour hire</i>	<i>Including Temporary Labour hire</i>	<i>Excluding Temporary Labour hire</i>	<i>Including Temporary Labour hire</i>
Actual FTE	335.3	340.3	363.95	338.3	360.7

## Employee Turnover and Retention

### Target Retention\*

Employee retention is one of the CEO's Key Performance Indicators. An acceptable result requires employee retention to be greater than 92%. An exceptional result would require the result to be within 88-92%. Quarter 3 performance 98.1% indicates acceptable performance of this KPI.

	Exceptional	88 – 92%
	Acceptable	> 92%
	Target not met	< 88%

**Quarter 1 Performance:**  **97.7%** (quarter result)

**Quarter 2 Performance:**  **97.0%** (quarter result)

**Quarter 3 Performance:**  **98.1%** (quarter result)

**12 month Rolling Performance:** **91.7%** (as at end May 2016)

*\*The employee retention rate is calculated as the number of staff that left the organisation at a specific point in time, divided by the total number of employees, and displayed in terms of the percentage of staff retained by the organisation.*

## Leave Liability

A focus area is to reduce the leave liability, in line with the Excessive Leave Policy. People Leaders receive monthly reports outlining leave balances, to assist them in managing excess leave entitlements that exceed accepted limits. The objective is to assist employees achieve a healthy work-life balance through the management of leave and to reduce the financial liability that currently exists. It is pleasing to note that since increasing the focus on leave management plans in 2016, the excessive leave is trending downwards, refer to Table 2 below and the Excessive Leave Graph 1 opposite. There has been a significant reduction in LSL since March as a result of 2 employees taking or cashing out a significant portion of their entitlement.

Table 2: Excessive leave liability as at May 2016:

	Excessive Leave February 2016 (hours)	Excessive Leave March 2016 (hours)	Financial Liability March 2016	Excessive Leave May 2016 (hours)	Financial Liability May 2016
Annual Leave >228 Hours	16,683	16,848	\$640,343	16,512	\$621,397
Indoor Staff		10,156	\$411,325	11,703	\$462,087
Outdoor Staff		5,975	\$186,189	4,369	\$135,111
ELT / SLT		717	\$42,829	440	\$24,199
Long Service Leave >494 Hours	8,076	8,221	\$353,444	7,001	\$301,497
Indoor Staff		6,483	\$293,138	5,924	\$293,138
Outdoor Staff		1,738	\$60,306	1,077	\$60,306
ELT / SLT		0	\$0	0	\$0

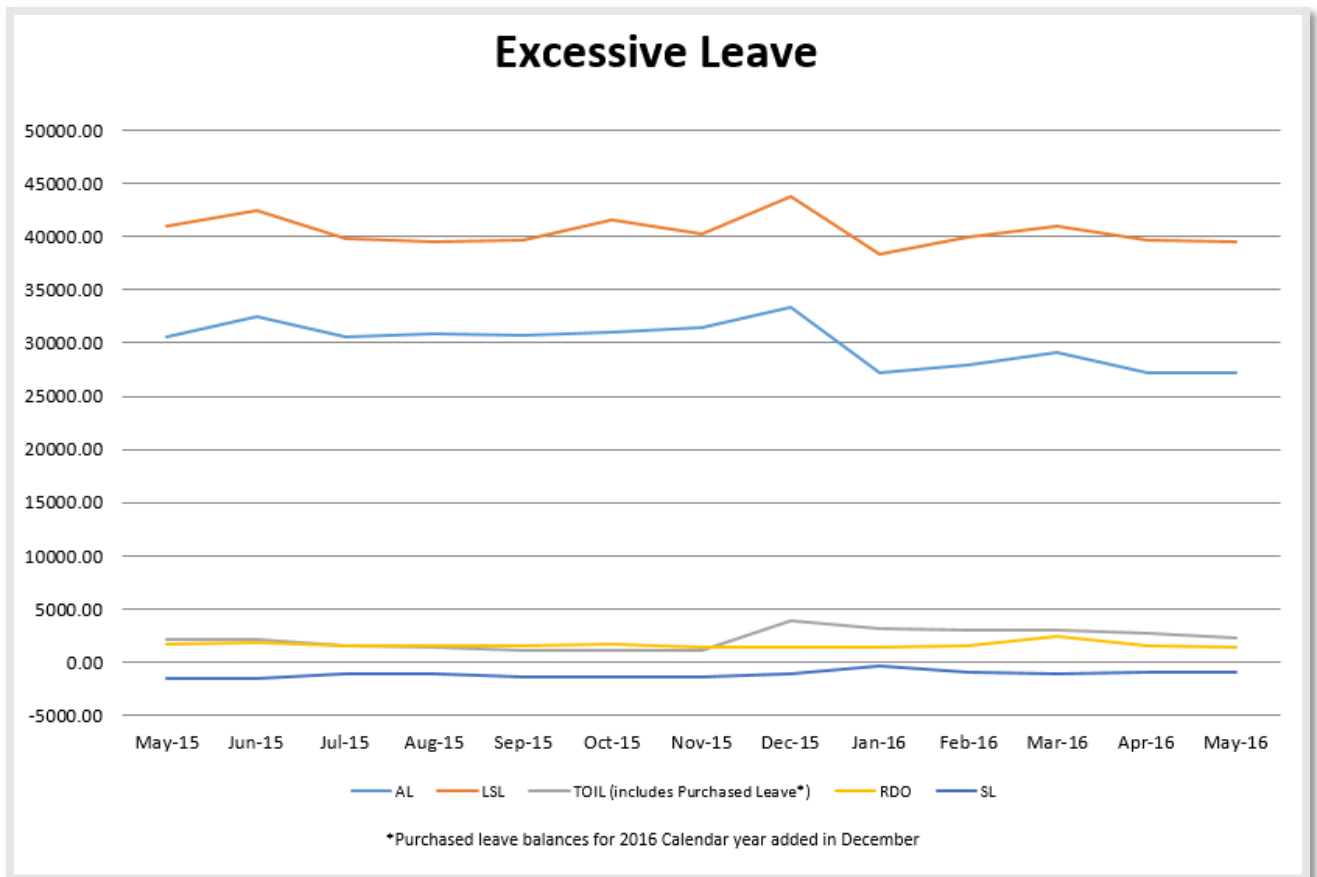
Of the total 16,512 excessive leave hours in May 2016, 3879.81 hours are associated with the top 10 employees with excessive leave.

The acceptable hours an employee can accrue up to are:

- Annual Leave 228 hours
- Long Service Leave 494 hours

The historical context of excessive leave parameters, was such that the acceptable hours were set by the Executive Leadership Team, which formed the basis of the Excessive Leave Policy. This Policy was then endorsed by the Audit Committee.

Graph 1: Excessive Leave

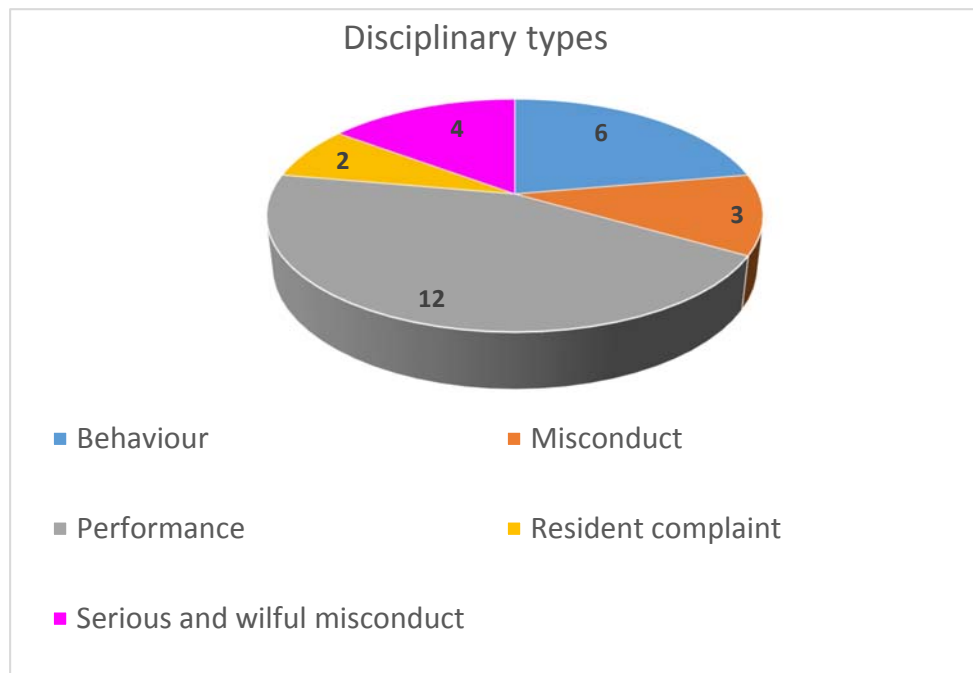


### Formal Disciplinary Measures

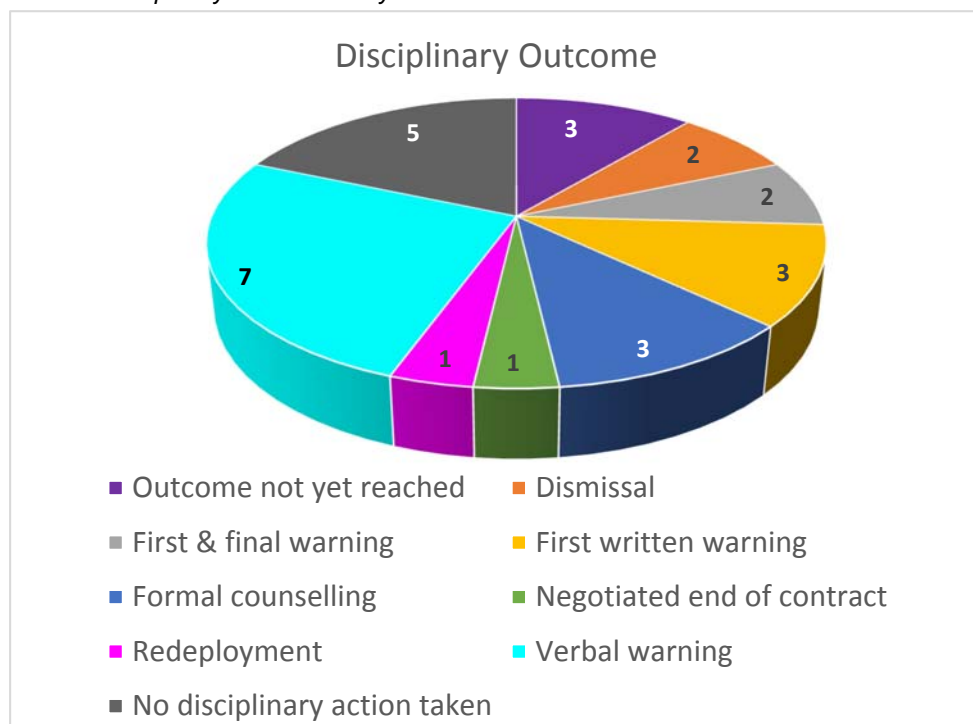
The disciplinary matters included in this report are those which have required support from Human Resources. It does not cover the informal performance matters dealt with directly by managers.

As shown in Chart 1 there have been 27 cases of formal disciplinary action since July 2015. As displayed in graph 2, of these cases, 15 have resulted in improved or acceptable ongoing performance (including those with 'no disciplinary action taken', 'Verbal warning' and 1<sup>st</sup> written warning' and with no further concerns being reported to Human Resources). 1 has resulted in redeployment (with a more suitable role found), 3 ended in the termination of employment or contract, while 5 cases resulted in no disciplinary action being taken. We have 3 current matters, with the outcomes awaiting determination.

*Chart 1: Disciplinary Types July 2015 - Current*



*Chart 2: Disciplinary Outcomes July 2015 - Current*



## Injury Management

The City of Marion's safety program 'Think Safe Live Well' was developed with a vision of 'Zero harm with enhanced wellbeing' and focuses on building Culture, Systems and Leadership.

In order to measure improvement, safety indicators are measured and monitored against our industry counterparts being Group A Councils (<sup>1</sup>GaC). Two important safety indicators measured are Lost Time Injuries (<sup>2</sup>LTIs), outlined in Table 3 from internal incident reporting data, and Lost Time Injury Frequency Rate (<sup>3</sup>LTIFR) from the LGA's Claims Analysis Tracking portal data, outlined in Table 4 and Chart 3 below.

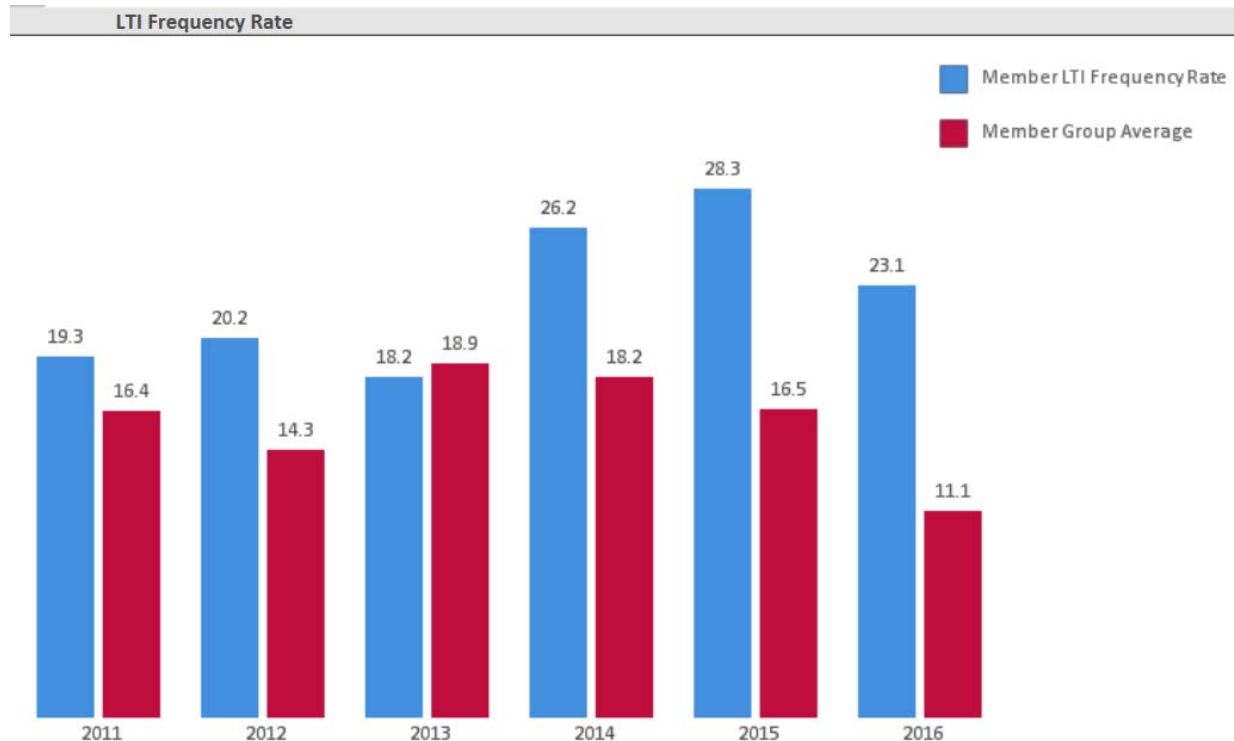
**Table 3: Number of LTIs – 6-month comparison of internal workgroups**

	Dec 15	Jan 16	Feb 16	Mar 16	Apr 16	May 16
Outdoor Staff	0	1	0	1	1	2
Indoor Staff	0	2	1	1	0	0
ELT / SLT	0	0	0	0	0	0
Total No. of Injuries	0	3	1	2	1	2

**Table 4: LTIFR – 6-month comparison against Group A Councils**

	Dec 15	Jan 16	Feb 16	Mar 16	Apr 16	May 16
LTIFR; CoM	9.1	10.3	13.6	22.6	23.6	23.1
LTIFR; Group A Councils	7.7	8.8	8.9	10.5	11.1	11.1

**Chart 3: LTIFR – 6-year comparison against Group A Councils**



<sup>1</sup> Group A Councils (GaC) are those metropolitan councils that have more than 300 workers ie Marion, Onkaparinga, Holdfast, Mitcham, Burnside, Salisbury, Playford, and Charles Sturt.

<sup>2</sup> Lost Time Injuries (LTI's) are those injuries where a whole work day or more has been lost due to a workplace injury

<sup>3</sup> Lost Time Injury Frequency Rate (LTIFR) is a industry standard measurement tool for measuring LTI's within a given accounting period relative to the number of full-time equivalent workers and the total number of hours worked in the same accounting period which enables comparison to other organisations for the purpose of benchmarking.



In order to improve our safety outcomes, a number of Hazard Prevention and LTI Reduction Strategies are currently being implemented. The organisation's hazard register has been reviewed to ensure all hazards are appropriately identified and to work towards all hazardous tasks identified having a documented Safe Work Method Statement, Safe Work Procedure or Safe Operating Procedure. Incident Management Training was recently conducted for all People Managers and Manual Handling Training was conducted during May and June which will address manual handling injuries. Additional strategies are currently being explored and consulted through the business including specifying preferred medical practices who specialise in worker injury as well as accompanying workers to their initial consultation with the medical practitioner.

At the Finance and Audit Committee (FAC) of 31 May 2016, the Committee received a report on the Work Health Safety (WHS) performance of the organisation as it is a key organisational risks. The FAC made a recommendation that Council receive regular WHS reporting and it should be a Council priority. It is proposed that monthly reports will be prepared for Council and presented in a similar manner to the monthly finance report. Given this, a recommendation included in this report is for the People and Culture Committee to assess whether this information is also required to be provided in this monitoring report for future meetings.

## **CONCLUSION:**

Comprehensive human resources measurement enables Council to collect consistent information about the employee population, which supports decision making and ensures that leadership and development activities remain relevant with the overall business strategy. It ensures our decisions are based on facts rather than 'gut feeling', and the data can be used to back up business cases and resource needs.

The Workforce Plan once developed, will provide further opportunities for reporting on progress of key activities and how they are impacting the health and wellbeing of staff and the effectiveness of staff resource management.

*The support from Finance (with special mention of our Financial Accountant, Management Accountant and Finance Officer), WHS, Governance and Human Resources is acknowledged in assisting with providing data for this monitoring report.*

**Appendix 1: FTE budget by year and division  
(includes FTE reduction since 2014/2015)**

## City of Marion FTE Budgets

Year	FTE	Movement against Prior year
2016/17 (as per GC140616R05)	350.3	-3.5
2015/16	353.8	-12.4
2014/15	366.2	
<b>Total Movement</b>		<b>-15.9</b>

Note: the FTE figures include 4 FTE's for seasonal Temporary Labour Hire at the Outdoor Pool. No other FTE's have been included for Temporary Labour Hire - it is assumed any other temporary labour hire is to be backfilling budgeted positions.

## Movements made up of

Removals	FTE	\$
Project Coordinator	-1.0	-130,279
Architect & Project Design	-1.0	-104,011
Project Officer	-1.0	-118,638
Property Assets Officer	-1.0	-85,313
HACC Officers (grant funded)	-0.5	-37,658
Healthy Communities (Grant Funded)	-1.9	-175,980
Management Accountant	-0.2	-23,933
Business Excellence Partner	-1.0	-105,317
Service Quality Partner	-1.0	-112,117
Crime Prevention Officer	-1.0	-104,029
Transport Officer	-1.0	-102,060
Local History Officer	-0.9	-72,494
Open Space Maintenance Team Members	-2.0	-130,128
Youth Development Officer/Operational Support Officer	-1.3	-114,357
Reduction Unit Manager Community Development	-0.2	-22,175
Reduction Recreational Development Officer	-0.4	-34,161
Building Officer	-1.0	-101,178
Redundant SLT positions	-4.0	-568,571
Reduction in Community Engagement Officer	-0.2	-22,821
Reduction in Human Resources Manager (SLT)	-0.2	-37,008
Reduction in Traffic & Parking Investigation Officer	-0.2	-18,018
Library reductions	-0.3	-21,381
<b>Sub-total Removals</b>	<b>-21.3</b>	<b>-2,241,627</b>
<b>Additions</b>		
City Property Manager (SLT)	1.0	152,280
MCC Theatre Technician	0.5	42,076
ICT Help Desk	0.5	36,000
Additional Open Space Resources (GC260416R10)	3.4	335,000
<b>Sub-total Additions</b>	<b>5.4</b>	<b>565,356</b>
<b>Net Movement</b>	<b>-15.9</b>	<b>-1,676,271</b>

**2016/17 - Labour Budget Summary**

Area	FTE
<b>ELT</b>	
ELT	4.0
Human Resources	4.8
	<b>8.8</b>
<b>Operations</b>	
Neighbourhood Centres	20.8
Community & Cultural Services	20.7
Libraries	36.8
Civil Services	47.0
Engineering	12.7
Open Space Operations	50.0
	<b>188.0</b>
<b>City Development</b>	
City Property	15.5
Marion Outdoor Pool Temporary Labour Hire	4.0
Innovation & Strategy	26.0
Strategic Projects	3.1
Economic Development	3.5
Community Health & Safety	15.6
Dev Services	21.8
	<b>89.6</b>
<b>Corporate Services</b>	
Contracts	7.0
Operational Support	15.8
ICT	10.7
Governance	17.5
Finance	13.0
	<b>64.0</b>
<b>Total</b>	<b>350.3</b>

-

**2015/16 - Labour Budget Summary**

Area	FTE
<b>EMG</b>	
EMG	4.0
Economic Development	3.5
	<b>7.5</b>
<b>Directorate</b>	
Open Space Operations	52.0
Property	6.0
Open Space Facilities	5.0
Neighbourhood Centres	10.5
Community Care	8.2
Community Development	7.4
Community Health & Safety	16.6
Manager Community Participation	2.0
Libraries	36.4
Cultural Facilities	6.5
Marion Outdoor Pool Temporary Labour Hire	4.0
Arts & Cultural Development	6.0
	<b>160.6</b>
<b>Directorate</b>	
Strategy	4.4
Organisational Excellence/Records	5.0
Customer Services	10.3
Governance	17.8
Organisational Development	5.0
Development Services	22.8
Environmental Sustainability	3.0
Engineering	13.8
Operational Support	15.8
Civil Services	47.0
	<b>144.9</b>
<b>Directorate</b>	
Strategic Assets	8.6
Infrastructure Projects	0.6
Contracts	6.0
Finance	13.0
ICT	10.2
Strategic Projects	2.5
	<b>40.8</b>
<b>Total</b>	<b>353.8</b>

**2014/15 - Labour Budget FTE's**

<b>Area</b>	<b>FTE</b>
<b>EMG</b>	
EMG	4.0
	4.0
<b>Directorate</b>	
Open Space Facilities	5.6
Open Space Services	52.0
Land & Property	7.0
Economic Development	3.0
Civil Services	47.0
Operational Support	15.8
Engineering	13.8
Strategic Assets	8.6
Strategic Projects	5.0
Infrastructure Projects	0.8
	158.6
<b>Directorate</b>	
Organisational Development	5.0
Customer Services	13.3
Environmental Sustainability	3.4
Development Assessment	22.8
Strategy & Organisational Excellence	7.6
	52.1
<b>Directorate</b>	
Community Development	8.2
Governance	18.4
Libraries	38.1
Contracts	6.0
Neighbourhood Centres	12.0
ICT	10.2
Finance	13.2
Manager Community	2.0
Community Health & Safety	16.6
Community Care	10.8
Arts & Culture	12.0
Marion Outdoor Pool Temporary Labour Hire	4.0
	151.5
<b>Total</b>	<b>366.2</b>

-

**CITY OF MARION  
PEOPLE AND CULTURE COMMITTEE MEETING  
5 JULY 2016**

**Corporate Manager:** Kate McKenzie, Manager Corporate Governance  
Steph Roberts, Manager Human Resources

**Subject:** CEO Key Performance Indicators for 2016/17

**Report Reference:** PCC050716R7.7

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**REPORT OBJECTIVES:**

To seek feedback from the People and Culture Committee regarding the Chief Executive Officers (CEO) draft Key Performance Indicators (KPI's) for 2016/17 and to formulate a recommendation to Council.

**EXECUTIVE SUMMARY:**

At its meeting of 14 June 2016, the Council set new organisational KPI's for 2016/17.

The CEO KPI's for 2016/17 are due to be considered and agreed by Council, in consultation with the CEO.

The purpose of this report is for the Committee to consider and make a recommendation to Council to set CEO KPI's for the 2016/17 financial year. Once resolved by Council, the new KPI's will replace the currently KPI's listed in Schedule 2 of the CEO's contract.

**RECOMMENDATION (1)**

**DUE DATE**

**That the People and Culture Committee recommends to Council:**

- |  |                    |
|--|--------------------|
| <b>1. The adoption of the draft CEO Key Performance Indicators for 2016/17</b> | <b>5 July 2016</b> |
|--|--------------------|

**BACKGROUND**

The setting of a Chief Executive's Key Performance Indicators is a critical function of the Council. The KPI's will determine what is managed and measured as part of the CEO performance criteria as defined within schedule 2 of the CEO Employment agreement.

The schedule 2 of the CEO contract was originally negotiated and agreed to as part of the CEO contract negotiations in August 2015. The current CEO KPI's are outlined within **Appendix 1** of this report. It is now timely that new KPI's are set for the 2016/17 financial year.

At its meeting of 14 June 2016, Council adopted organisational Key Performance Indicators for inclusion in the 2016/17 Annual Business Plan.

The People and Culture Committee are now required to consider and recommend to Council a set of CEO KPI's for the 2016/17 financial year, noting the contractual requirements for this to occur in consultation with the CEO.

The views of the CEO have been sought prior to the meeting and are incorporated into the following draft KPI's.

	KPI	Measure/Range 2016/17 Target =T Great than >    Less than <	Weighting %
	<b>FINANCIAL</b>		
A. ORG	Delivery within 5% parameters of agreed annual budget costs	95% -105% Exceptional    95%≥T<98% Acceptable    98%≥T≤100% Unacceptable    T> 100%	10%
	<b>KEY COUNCIL PROJECTS</b>		
B. ORG	Delivery of agreed projects identified in the Annual Business Plan and 1 <sup>st</sup> year targets in the 3 yr plan	95% or greater of projects Exceptional    97%≥ T≤100% Acceptable    95%≥T< 97% Unacceptable    <95%	10%
	<b>SAFETY</b>		
C. ORG	Lost Time Injury Frequency Rate compared with previous year	Reduction by 25% Exceptional    T ≥ 25% reduction Acceptable    5%≥T<25%reduction Unacceptable    T < 5% reduction	10%
	<b>PEOPLE (internal)</b>		
D. ORG & CEO draft	Staff net numbers (full time equivalent, employee and agency)	A reduction Exceptional    >1% reduction Acceptable    0% ≥T≤1% Unacceptable    any increase	10%
	<b>PEOPLE (internal)</b>		
E. ORG	Retention of key staff	Equal to or greater than 95% Exceptional    100% retention Acceptable    95%≥T<100% Unacceptable    T<95%	10%
	<b>PEOPLE (external)</b>		
F. ORG CEO draft	Community Satisfaction. Overall satisfaction with each of (1)community facilities/ (2)sports facilities/ (3) events.	Greater than 75% Exceptional    >85% satisfaction Acceptable    75%≥T≤85% Unacceptable    <75%	10%
G. CEO draft different	Rating by elected members	Exceptional    Exceeded expectations Acceptable    Met expectations Unacceptable    Did not meet expectations	10%
	<b>CAPITAL WORKS AND WORKS</b>		
H. CEO draft different	Number of prioritised Major Capital Works (BMX, Soccer, Mitchell Pk stadium &centre) reaching approval stage at Council	Exceptional    2+ Acceptable    1 Unacceptable    0	10%
I. CEO draft Different	Council's Cash Contribution in respect of each Major Capital Work	Exceptional    T<40% Acceptable    40%≥T≤60% Unacceptable    T>60%	10%
J. CEO draft Different	Completion of Council Member's Priority List of Budgeted Projects (13) 1/11/15 to 31/10/16	Exceptional    All 13 completed Acceptable    11 or 12 completed Unacceptable    less than 11 completed	10%
			100%

## CONCLUSION

Following this report, the recommendations of the Committee will be presented to Council for consideration and adoption at its meeting of 26<sup>th</sup> July 2016 in consultation with the CEO



**Appendix 1 – CEO KPI's 2015-16**

Measure		Target
<b>Financial</b>		
1	Actual operating surplus ratio for 2015-16 (adjusted for extraordinary items)	0 – 6%
2	Asset sustainability ratio (5 year average)	> 80%
3	Net financial liabilities ratio	0 – 50%
<b>Human Resources</b>		
4	Change in the Senior Leadership Team or Unit Manager staff (FTE)	Reduce by 1 – 10%
5	Total employee costs (staff plus agency)	Decrease by 1 - 10%, in dollar terms, over the previous year's adopted budget
6	Lost employee time due to injury	Reduction of 1% or equal to average of last 5 years
7	Employee retention	88 – 100%
<b>Capital Works</b>		
8	Major Capital Works (>\$4m each project)	Completed substantially or strictly on time and on budget (or better)
9	Number of specific Major Capital Works proposals ready for approval by Council	1 - 2
10	Council's cash contribution in respect of each Major Capital Work	< 50%
11	Completion of priority list of budgeted projects (13)	11 or more projects completed
<b>Elected Member Assessment</b>		
12	Rating by Elected Members	Met or exceeded expectations
13	Alignment throughout administration to Strategic and Business Plans (as developed by Elected Members)	Moderate to high level of alignment

**CITY OF MARION  
PEOPLE AND CULTURE COMMITTEE MEETING  
5 JULY 2016**

**Originating Officer:** Steph Roberts, Manager Human Resources

**Subject:** CEO Performance Review: Consultant Expressions of Interest

**Report Reference:** PCC050716R7.8

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**REPORT OBJECTIVES:**

To provide the People and Culture Committee with the expressions of interest obtained from three potential consultants, with relation to developing and facilitating the Chief Executive Officer (CEO) 360-degree performance review for the 2015/16 financial year.

**EXECUTIVE SUMMARY:**

The employment of a CEO is a critical function of the Council and establishing a best practice CEO Performance and Remuneration Review will bring further accountability and benefits to the Council and its community.

The People and Culture Committee is requested to review the proposed expressions of interest and make a recommendation to Council regarding which consultant be engaged, to be considered at the 26 July General Council Meeting.

**RECOMMENDATION (1)**

**DUE DATES**

**That the People and Culture Committee:**

- |   |                    |
|---|--------------------|
| <b>1. Recommends to Council that _____ external consultant be appointed to develop and facilitate the CEO performance review and remuneration benchmarking (if required).</b> | <b>5 July 2016</b> |
|---|--------------------|

## BACKGROUND

The Council has the ultimate responsibility for setting strategy and the performance of the organisation and it exercises this responsibility through its only employee (the CEO). The CEO is entrusted with the organisation's day to day management with direction set from the Council. As such, there is a unique relationship between the CEO and the Council and the evaluation of the CEO's performance can impact this relationship in either a positive or negative manner. Therefore, when setting a CEO performance and remuneration review, consideration should be given to a number of leading practice principles:

- Alignment of CEO performance with the objectives of the organisation
- Be based on clear expectations developed and agreed in advance with the CEO
- Have a clear, transparent and agreed link between performance and remuneration
- Be conducted in a manner conducive to ongoing good governance
- Be tailored to the specific needs of the organisation
- Comply with relevant standards for accountability and communication.

As referenced in the CEO's employment contract, the Committee may engage the services of an external consultant to assist in the assessment of the performance of the CEO. This is considered to be best practice approach for managing a CEO's Performance and Remuneration review as it ensures independence and mitigates potential conflicts of interest. It is recommended that the engagement of a consultant would include:

- Defining how the performance rating in schedule 4 of the contract would be applied
- The development, implementation (including interviews if required) and evaluation of a 360 tool
- A written report as required within section 9.6 of the contract.

At the 24 May 2016 General Council Meeting, Council endorsed a proposal be sought from the external consultants listed in Appendix 3 (CEO Annual Performance Review - Approach and Timeline Report Reference:GC240516R22), to develop and facilitate the 360-degree performance feedback.

## DISCUSSION

Section 9 of the CEO Employment Agreement defines the requirements for the performance review. The current contract refers to the Chief Executive Review Committee to undertake the review. This Committee was disbanded in December 2015 with the responsibilities of the review now delegated to the People and Culture Committee.

The proposed approach has been developed with the contract requirements in mind including:

- The performance criteria agreed by the Council and the CEO as outlined in Schedule 2 of the CEO Employment Agreement (KPI's);
- The position description;
- The discharge of the duties, and
- Any other factors considered relevant.

### Expressions of interest

All three consultants approached responded to the request for an expression of interest, however Carol Duncan subsequently withdrew, due to competing work commitments. The remaining two expression of interest responses are included as Appendix 1.

The Consultant biographies are included as Appendix 2.

The Consultant Expression of Interest Scope is included as Appendix 3.

### **CONCLUSION**

Once the recommended consultant has been endorsed by Council, they will be engaged to begin the process of developing and facilitating the Chief Executive Officer (CEO) 360-degree performance review, in line with the endorsed timeline for conducting the CEO's 2015/2016 performance review.

## Appendix 1: Expression of Interests

Following are expression of interests form the following Consultants:

- 1. Matt Hobby (Nicoleunderwood Pty Ltd)**
- 2. Kathryn McEwan (includes an example report)**

7 June 2016

Steph Roberts  
Human Resources Manager  
City of Marion Council  
Steph.Roberts@marion.sa.gov.au

Dear Steph

Thank you for the opportunity to provide an expression of interest for the facilitation of the Chief Executive Officer 360-degree feedback process.

Our understanding is that the City of Marion is looking to engage the services of an external consultant to assist in the assessment of the performance of the Chief Executive Officer (CEO). We have understood what Council is looking to achieve in this process and are well placed to assist. We have the experience and knowledge to assess the CEO Performance Survey already undertaken and to then provide deeper analysis by using our 360-degree tool and interviewing the 6-8 people as requested. Once this is completed, we will complete a report and share the findings with the CEO and Mayor.

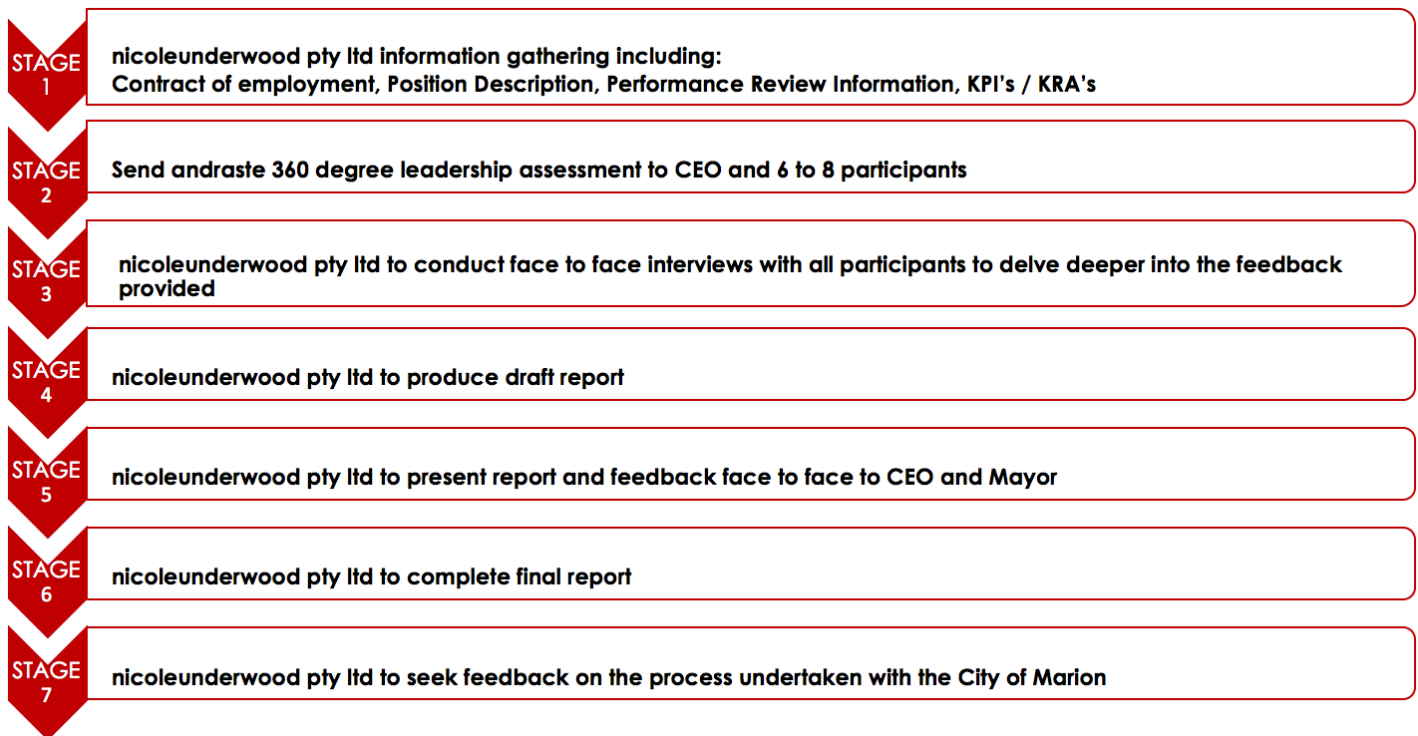
Below details our approach, our 360-degree tool, investment, referees and consultant profiles.

#### ***About nicoleunderwood Pty Ltd***

nicoleunderwood Pty Ltd is an executive search and consulting firm with a holistic approach to talent management. Our expertise is demonstrated through the identification, engagement and development of the best talent in the market.

At nicoleunderwood Pty Ltd we work with leaders and executive teams to improve their engagement, leadership skills and performance through a range of surveys, assessments, coaching programs and workshops. Our programs can be tailored to suit the requirements of the individual, team and organisation and implemented to improve culture, establish leadership behaviours, improve communication and performance management.

## Our Approach



## Our 360 Feedback Tool

What the andraste 360 Feedback Survey Measures:

- 360 feedback measures behaviors and competencies
- 360 assessments provide feedback on how others perceive a leader
- 360 feedback addresses skills such as listening, planning, and goal-setting
- A 360 evaluation focuses on subjective areas such as teamwork, character, and leadership effectiveness

What the andraste 360 leadership assessment tool covers:

- Identifying and Solving Problems
- Leadership Techniques
- Effective Communication
- Developing Staff
- Appraising People and Performance
- Disciplining and Counseling Employees
- Organisation
- Setting Goals and Standards
- Thinking Clearly and Analytically
- Customer Focus
- Making Decisions and Weighing Risks
- Planning and Scheduling Work
- Delegating
- Time Management and Prioritising

### ***Investment***

The total investment for the City of Marion will be \$2,950 + GST.

### ***Referees***

The following professional referees should be contacted to validate our approach:

<b>Name</b>	<b>Company/ Title</b>	<b>Contact Details</b>
Teresa Nilsson	City of Campbelltown/ Manager People & Culture	0418 828 176
Paul Amos	The Co-op Heart of the Barossa/ People Relations Manager	0403 027 415
Anne Pett	City of Mount Barker/ Manager People & Culture	0414 687 697



### **Consultant Profiles**

Nicole Underwood is an Executive Search Consultant and Coach who founded her own business based on a holistic approach to talent management. She is an experienced leader, business owner, regular blogger, entrepreneur and a dual finalist in the Telstra Business Women Awards. Nicole knows what it takes to build a thriving business while juggling the demands of a corporate career and family. She is passionate about assisting other professionals achieve their own success through improved leadership, communication and work life balance.

Matt Hobby is a driven and passionate recruitment and Human Resources professional, with experience acquired across the globe. Having worked as both a manager of large teams and as a consultant who focused on delivering recruitment solutions and HR Consulting to the Local Government sector, he has an intimate understanding of the challenges faced by Managers. Matt has facilitated CEO and Director Performance Reviews, undertaken Employee Engagement Surveys, Organisational Restructures and Design, Board Reviews and Recruitment and Remuneration Reviews all within Local Government. This experience has seen Matt be asked to present on a range of HR topics, within the Local Government sector.

Thank you for this opportunity Steph. Please let us know if you have any questions and we look forward to working with you in the near future.

Kind regards



Nicole Underwood  
0409 149 419  
[nicole@nicoleunderwood.com.au](mailto:nicole@nicoleunderwood.com.au)



Matt Hobby  
0428 847 400  
[matt@nicoleunderwood.com.au](mailto:matt@nicoleunderwood.com.au)

## Kathryn McEwen Psychology at Work

### Marion City Council Expression of Interest for CEO 360-degree Feedback Process

#### Background

The City of Marion is seeking a performance assessment of the CEO based on a 360-degree feedback process. This will supplement feedback already collected from Council's Elected Members.

#### Approach

The following steps are proposed:

- Step 1: Review of existing survey feedback from Elected Members.
- Step 2: Conduct of 360-degree process. The attached report is recommended as it focuses on performance competencies at the Executive level and also provides for detailed comments. A minimum of three respondents is required in up to four categories to ensure anonymity. A larger number of respondents is recommended as it adds no additional cost and allows for identification of key performance themes, as opposed to personal opinions. It is recommended that all direct reports be included, together with a selection of significant external stakeholders. There is also capacity to include a selection, or all, Elected Members as well as peers from other agencies who are able to comment on performance. The process allows for CEO self-report. Note the report itself will be held confidential to the CEO, with information within it summarised in the final report. Confidentiality of the report is important given detailed respondent comments will be provided.
- Step 3: Feedback of the report to CEO with subsequent identification of personnel for interviews (based on areas needing in-depth focus). A meeting with the CEO ensures that the work context is fully considered by the consultant in the interpretation of feedback.
- Step 4: Confidential interviews with six identified personnel. These will be conducted face-to-face or by telephone, dependent on interviewee preferences.
- Step 5: Preparation of a report for the Mayor and CEO that integrates all information sourced in an anonymous and themed format. Identified strengths and development areas within the Council operating environment will be summarised.

www.kathrynmcewen.com  
PO Box 440 North Adelaide  
South Australia 5006  
Phone (08) 8342 1797  
Fax (08) 8342 0657  
Mobile 0407 601 644  
km@kathrynmcewen.com

Specialising in solutions for  
difficult workforce issues:  
Organisational Psychology  
Organisation Development Strategy  
Performance Coaching  
Team and Leader Development  
Facilitation and Mediation

## The Coach

Kathryn is an experienced organisational psychologist, executive coach, company director and mediator. She has been a coach and mentor for more than 27 years - working to Board level across all industry sectors, including local government. Her qualifications and profile can be viewed at her personal website [www.kathrynmcewen.com](http://www.kathrynmcewen.com), and a sample of her work activity at [www.workingwithresilience.com.au](http://www.workingwithresilience.com.au). The latter site is a consortium she leads in the area of workplace resilience and sustainability. A CV has already been provided.

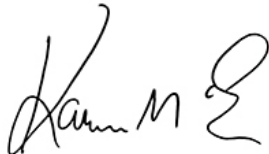
## Consultancy Fees

Fees are \$3,000 plus GST for the assignment (discounted from \$3,850 as detailed below to work within budget).

Review of existing survey feedback from Elected Members  
Meeting with CEO to provide initial 360-degree feedback  
Interviews x 6 (face to face or by telephone)  
Preparation of final report  
Project management (setting up meetings and 360-degree process etc.)

Estimated 13 hours @ \$250 per hour (including travel)	\$3,250
Set up and administration of 360-degree process and report	\$600 (at cost)
Total fees	\$3,850 plus GST.

Yours sincerely,



*Kathryn McEwen*  
*Organisational Psychologist*

6<sup>th</sup> June 2016

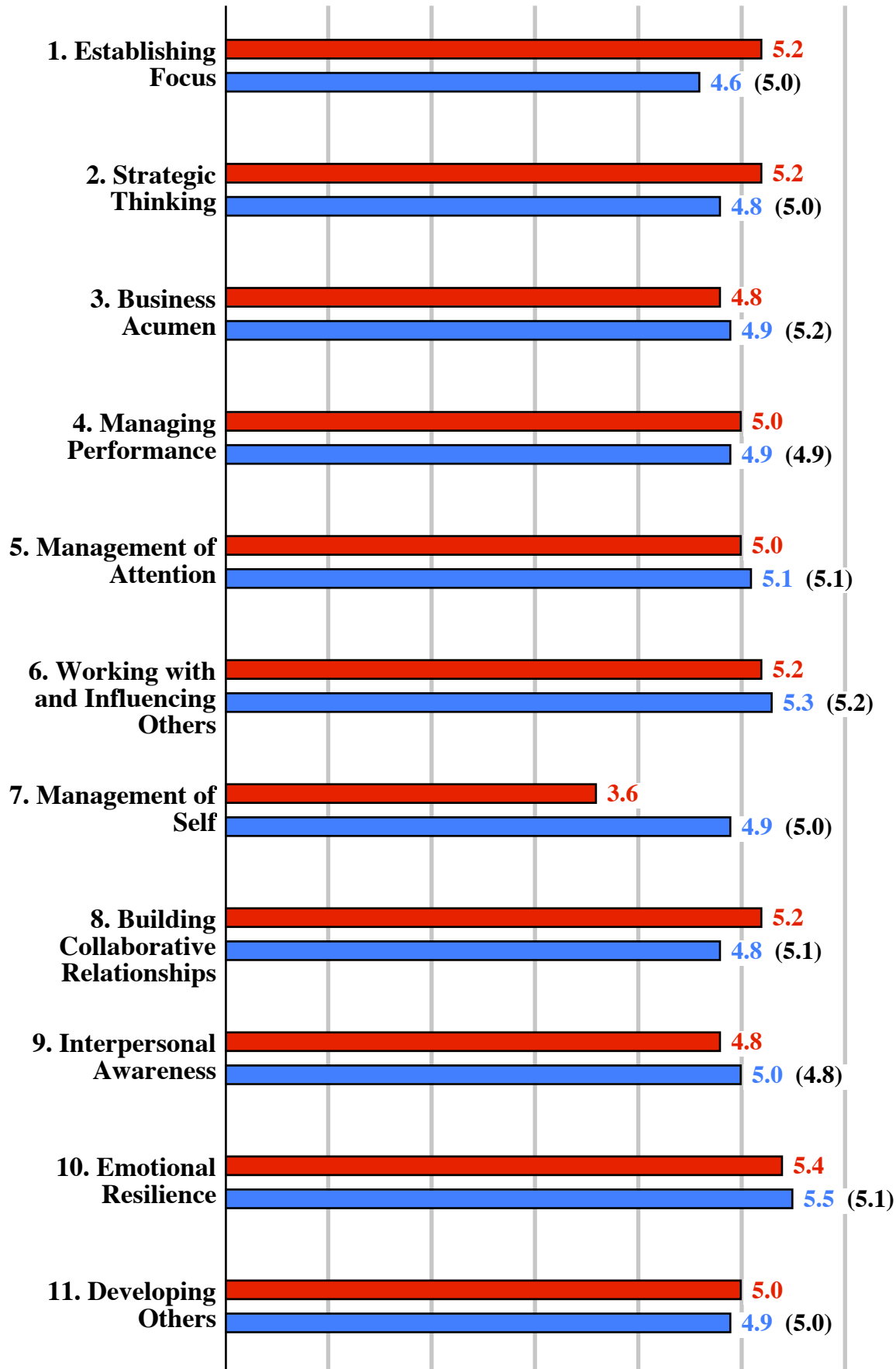
UNIVERSITY LOGO  
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# **EXECUTIVE LEADER INDEX 360 FEEDBACK PROCESS**

**May 2007**

*Chris Smith*

# EXECUTIVE LEADERSHIP COMPETENCIES



**Chris Smith**

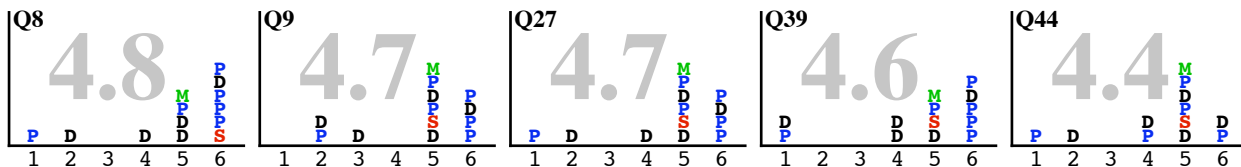
May 2007 DR = 5 P = 6

Self Score  
Feedback Score \*

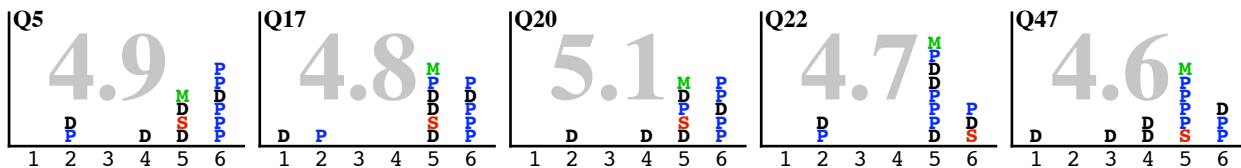
\* Feedback score is attained by averaging all Direct Report + Peer + Manager scores

# EXECUTIVE LEADERSHIP COMPETENCIES

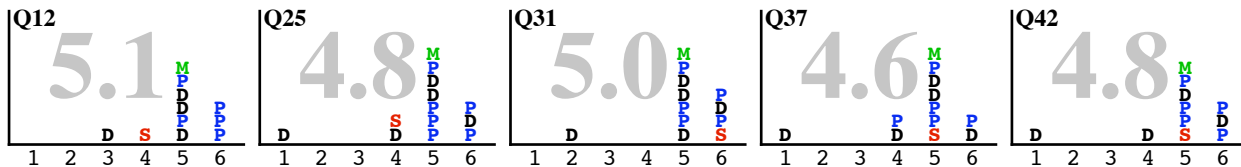
## 1. Establishing Focus



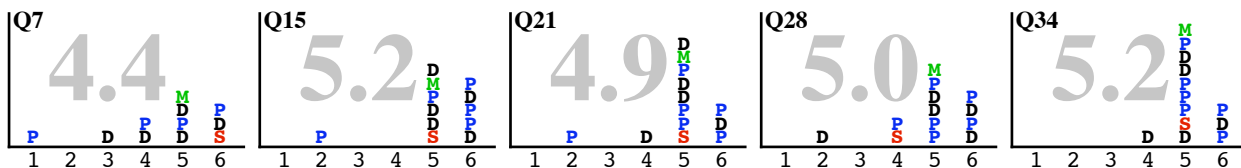
## 2. Strategic Thinking



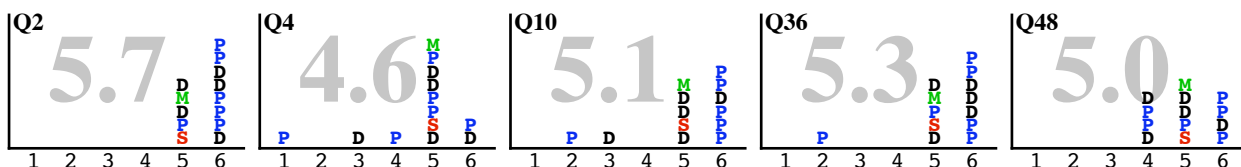
## 3. Business Acumen



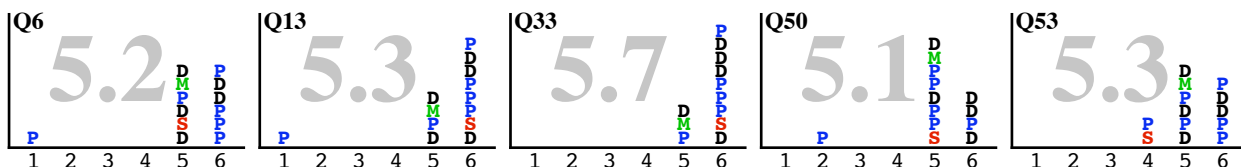
## 4. Managing Performance



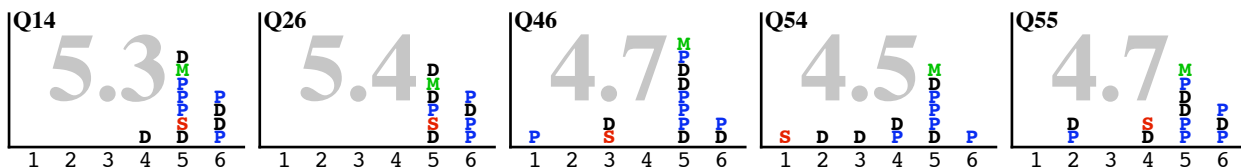
## 5. Management of Attention



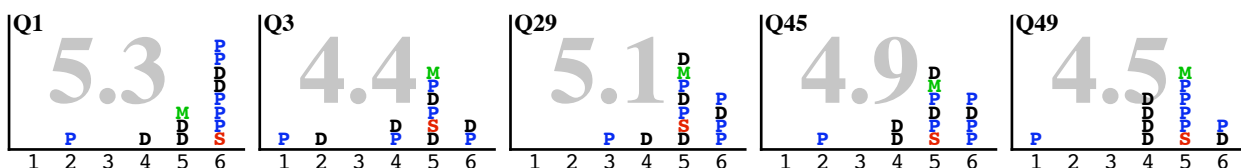
## 6. Working with and Influencing Others



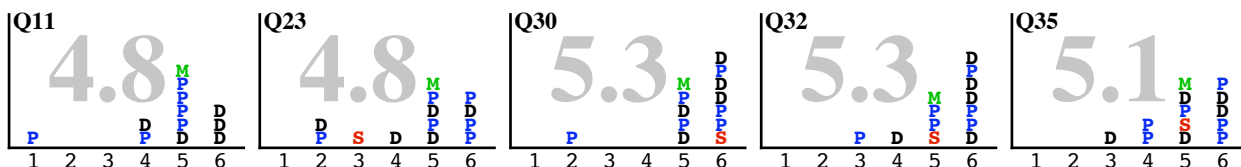
## 7. Management of Self



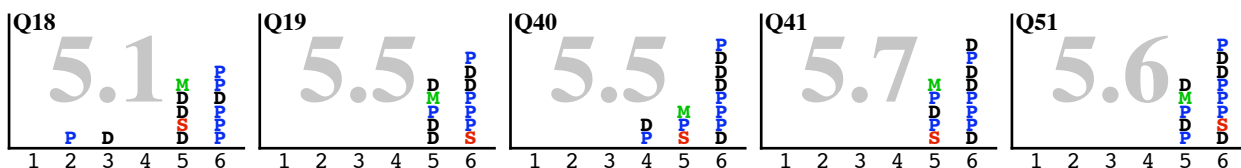
## 8. Building Collaborative Relationships



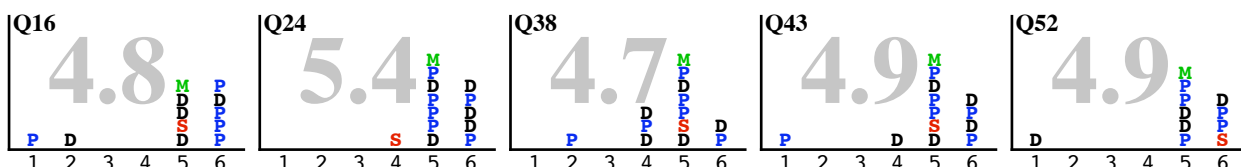
## 9. Interpersonal Awareness



## 10. Emotional Resilience



## 11. Developing Others



# EXECUTIVE LEADERSHIP COMPETENCIES

## RANKING OF RESULTS FOR EACH QUESTION

STATEMENT	Feedback score *	Self score	Exec avge
1. Holds the attention/interest of others when communicating (Q2)	5.7	5.0	5.2
2. Behaves ethically, in a manner that is above reproach (Q33)	5.7	6.0	5.3
3. Is 'interpersonally mature' when dealing with others (Q41)	5.7	5.0	5.2
4. Manages his/her emotions effectively within the workplace context (Q51)	5.6	6.0	5.1
5. The ability to identify and manage their own moods and emotions (Q19)	5.5	6.0	5.0
6. Remains calm and deliberate under conditions of emotional or work-related stress (Q40)	5.5	5.0	5.0
7. Listens attentively to others' ideas and concerns (Q24)	5.4	4.0	5.0
8. Actively pursues own self-development (Q26)	5.4	5.0	5.0
9. Constructively influences others (Q1)	5.3	6.0	5.2
10. Accepts accountability for own actions and results (Q13)	5.3	6.0	5.3
11. Organises self and own work priorities effectively (Q14)	5.3	5.0	5.1
12. Effectively uses empathy when appropriate (Q30)	5.3	6.0	5.0
13. Encourages others to express candid and contrary views (Q32)	5.3	5.0	4.8
14. Clearly expresses thoughts and ideas in individual/group situations (Q36)	5.3	5.0	5.2
15. Encourages the building of respect and understanding when working with others (Q53)	5.3	4.0	5.1
16. Keeps promises and commitments to others (Q6)	5.2	5.0	5.2
17. Develops challenging yet achievable objectives for all direct reports (Q15)	5.2	5.0	4.9
18. Holds others accountable (Q34)	5.2	5.0	4.9
19. Projects confidence in an executive leadership role (Q10)	5.1	5.0	5.1
20. Demonstrates a sound understanding of the financials that underpin the organisation (Q12)	5.1	4.0	5.2
21. Demonstrates poise and confidence in an executive leadership role (Q18)	5.1	5.0	5.1
22. Identifies the need for change by considering current trends and factors impacting the organisation (Q20)	5.1	5.0	5.1
23. Seeks and forges partnerships with key internal and external stakeholders that are mutually beneficial (Q29)	5.1	5.0	5.2
24. Understands that people are different from one another and treats people accordingly (Q35)	5.1	5.0	5.0
25. Demonstrates an ability to find common ground and build rapport (Q50)	5.1	5.0	5.0
26. Assigns clear responsibility/accountability to others (Q28)	5.0	4.0	5.0
27. Balances risk and reward when making commercial decisions that affect the organisation (Q31)	5.0	6.0	5.1
28. Presents ideas and proposals assertively and persuasively (Q48)	5.0	5.0	5.1
29. Identifies long term opportunities for the business unit that clearly reflect an understanding of market conditions/trends (Q5)	4.9	5.0	5.1
30. Ensures business unit strategies are executed and monitored (Q21)	4.9	5.0	5.0
31. Involves others in a process or decision to ensure their support (Q43)	4.9	5.0	5.0
32. Networks and forms positive relationships with others to generate benefits for the organisation (Q45)	4.9	5.0	5.2
33. Actively supports the development of future leaders of the organisation (Q52)	4.9	6.0	5.0
34. Communicates a compelling vision for the business unit (Q8)	4.8	6.0	4.9
35. Seeks feedback from others to form accurate self-perceptions (Q11)	4.8		4.6
36. Shows a genuine intent to attract and retain talent in the organisation (Q16)	4.8	5.0	5.1
37. Determines how best to position the business unit to achieve desired outcomes (Q17)	4.8	5.0	5.0
38. Understands the impact he/she has on others (Q23)	4.8	3.0	4.8
39. Understands the key business drivers within the business (Q25)	4.8	4.0	5.2
40. Clearly focuses on maximising stakeholder return (Q42)	4.8	5.0	5.1
41. Clearly enunciates strategic objectives for the business unit (Q9)	4.7	5.0	5.2
42. Understands the business unit's strengths and weaknesses (Q22)	4.7	6.0	5.0
43. Communicates a clear picture of what change is needed (Q27)	4.7	5.0	4.9
44. Willing to work with others to develop their competencies (Q38)	4.7	5.0	5.0
45. Uses own and others' time effectively (Q46)	4.7	3.0	5.0
46. Sets a good example for others by consistently engaging in ethical behaviour (Q55)	4.7	4.0	5.0
47. Effectively negotiates to shape outcomes (Q4)	4.6	5.0	5.1
48. Bases business decisions on a demonstrated understanding of commercial issues (Q37)	4.6	5.0	5.2
49. Establishes and communicates a strategic direction for the business unit (Q39)	4.6	5.0	4.9
50. Spends sufficient time focusing on strategic imperatives for the business unit (Q47)	4.6	5.0	4.9
51. Gains support for the business unit strategy from all relevant stakeholders (Q49)	4.5	5.0	4.9
52. Effectively balances personal life and work (Q54)	4.5	1.0	4.8
53. Develops comprehensive strategies in consultation with key stakeholders (Q3)	4.4	5.0	4.9
54. Provides helpful and specific feedback to others on their performance (Q7)	4.4	6.0	4.9
55. Develops comprehensive change strategies (Q44)	4.4	5.0	4.9

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***1. Given the current circumstance what are the three (3) most important/critical business issues or imperatives on which this leader needs to concentrate?***

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- Accountability for operations including policy development ownership of X & ABC strategy effective analysis to facilitate sound advocacy for high level strategy
- Building staff confidence and morale. Developing a sense of an integrated organisation from the operational perspective. Developing staff ownership of organisational directions so that decisions are seen to be arrived at by all and not imposed.
- Linking the X to State sustainability agenda Ensuring X are appreciated as a contemporary al experience Managing a cultural change in staff and stakeholder relationships with the X
- Delivery of objectives, programs, activities, projects improved business processes managing risk
- 1. Managing his responsibility within the program/subprogram structure. 2. Building new cooperative relationships across Ys and other agencies to achieve XYZ's new priorities for engaging and educating community in conservation and recreation. 3. Bringing his large and diverse team along with new directions established for XYZ.
- 1. Focus on ensuring that resources used are actually delivering benefit - for both existing/already won resources, and for newly proposed resource commitments. 2. For sub-ordinate mgrs/supervisors - make recently changed positions and still-to-be-confirmed positions work properly - inc. understand both formal delegations and implied role to motivate and lead staff. 3. (Relates to one above a bit too, but) need to stay across BOTH the detail and the overview of a number of specific projects (mostly capital asset development) that will be getting underway simultaneously (eg X 150 projects).
- To influence change for a positive and professional workplace culture. Managing up on unrealistic workloads. Proceeding with actioning some of the Masterplan recommendations
- 1/ Completing the restructure of the X operations area. Building the team and structure. 2/ This leader needs to be given the time to focus their attention into the priorities. There seems to be a very many large areas to cover all at the same time. 3/ Repositioning the al X, its activities and its staff as leaders in their field in the areas of horticulture, s and environmental management
- Staffing - continuation of the implementation of the current BGA staff restructure and filling of all positions. Development and implementation of an appropriate staff development program. Planning - continued input into the BGA Master planning process and delivery of the BGA Management Plan. Funding - representation to XYZ Corporate groups to ensure ongoing funding is secured to adequately deliver on agreed programs/outputs.
- Resolution of the structure supporting the operations group. Particularly the area involved with collections policy, records etc. Conclusion of the operational restructure. Recommendations to be provided by line managers. Succession planning.
- (1) Delegated responsibility, ensure people know their role and that of others in the team. (2) Unification of agenda, unite fragmented areas, one business one goal! (3) Develop Teams own visions rather than bringing about others, set the pace!
- *Work Life balance Improve and increase interaction with the team and individual members Set clear direction and empowering team and its members*



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2. XYZ's 'Values – What Matters In Our Work?' comprise the following:

*Public service, responsibility and accountability*

*Candour, diplomacy and co-operation*

*Imagination, diversity and innovation*

*Thinking, inquiry and discipline*

***Please comment as appropriate on the alignment of this leader's behaviour with the organisation's Values.***

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- Public service, responsibility and accountability = While respecting the office of public service be more aware of the X uniqueness. We should not be responsive but set the agendas. Candour, diplomacy and co-operation = Sometimes the diplomacy puts to rest any candid or frank discussion. Imagination, diversity and innovation = Does not empower confidence in the team that they can develop new direction and visions? Keeping everything sweet, don't rock the boat. Thinking, inquiry and discipline = Many of the team are allowed to get away with out the responsibility of having to think more deeply, they are allowed to keep their heads in the sand. As long as they do as their told and never question they get along!
- He sets an example for his staff and XYZ more broadly with the strength of alignment of his behaviour with these values - in particular the first 3. Although most of the nature of his responsibility does not necessarily align closely with the last value, he is nonetheless dedicated to this value and incorporates it into his work outcomes.
- Though perhaps not innately creative/highly imaginative, he is exemplary in terms of commitment to Public service and personal responsibility (understands his role as serving the government of the day and respecting the public interest). He is candid but diplomatic and sensitive. He works hard at engaging with and seeking the participation of others.
- I believe Chris's approach models these values very well and sets a benchmark for others to strive for
- Chris is very well aligned to XYZ's Values. He engages his work with excellent candour, diplomacy and co-operation. Chris is always respectful of others. He also strives to achieve the best possible outcome, with the resources available to him.
- Public service, responsibility and accountability. This leader excels in this area. Strong commitment to responsibility and accountability across the board. Sets a strong example and leads from the front on these issues. Candour, diplomacy, and cooperation Again, sets a very good example. Extremely diplomatic and politically astute. Very sensitive to situations and perceptions and manages this extremely well. Great cooperation and sharing. Always aware of the situation and the need to demonstrate team aspect. Imagination, diversity and innovation. Very much able to look at situations from different angles and perspectives. Creative when thinking of solving problems and willing to go outside of the square. Pragmatic. Challenges status quo and seeks innovation and relevance. This leader seeks to develop the team and draw on each member to provide input and feedback. Not frightened to explore innovative ideas to produce outcomes. Thinking, enquiring and discipline Absolute discipline with situations, people and tasks. I am confident that this leader role models the ethic of credibility and self discipline. Also very much likes to deal with the facts and not the emotives. This leader is able to discern situations and people very well. Models the notion of thinking before acting. Also this leader very much models the view of self regulation and seeking the answers.
- Leader is fairly well aligned with the organisations values
- I feel that Chris's behaviour is always extremely well aligned with XYZ's values. He is a leader who puts in 150% at all times.
- Excellent alignment!
- Strong sense of responsibility, diplomacy, politics as relates to the provision of a public service function. Has good ability to work on developing participation from external stakeholders and engaging with such stakeholders. Is quite innovative in the use of resources for achieving an outcome but sometimes lacks depth of thinking on professional issues.

- Chris is not only aligned with these value statements but provides significant role modelling for staff and stakeholders.
- Exemplary. Chris exemplifies each of these value and is seen across the organisation in a leader in this respect. He is open and honest in his considered views. He is the ultimate diplomate but has a can do attitude. He seek solutions that are innovative but prudential and operates with self discipline
- Points 1 2 & 4 are consistent statements reflecting the passion and skill of Chris, being so strongly opinionated and politically artful point 3 sometimes does not reflect the widest participation and use of all creative talents available to him. Whilst he displays extra ordinary capability to participate and use his creative talents.
- *Models XYZ Values very well, works extremely hard to accomplish outcomes, treats others with respect and tolerance, seeks to find innovative solutions and involve others in finding ideas and solutions. Displays strong personal discipline and work ethic in undertaking work, is committed to empowering others even when this is not possible due to other influences. Provides constructive feedback and effective communication.*

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### **3. What are the actions, practices and behaviours you really appreciate about this leader?**

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- Candour
- Professionalism
- Commitment etc etc
- Positive outlook and approach.
- Candour
- Diplomacy
- Openness
- Honesty
- Integrity
- He is a highly ethical person and is loyal to the organisation.
- Trustworthiness
- Has a strong sense of ethics and values
- Quite 'values-driven'.
- Ethics and values
- High level of ethics and values
- Honesty and being straight.
- Great work ethic and role model for staff.
- Ethics and values
- Chris has clear personal traits including ethics and values
- A straight shooter.
- Is patient
- Good communicator
- Communicating with colleagues.
- A willingness to listen and learn.
- Communication, especially listening to others
- Effective communication, especially listening to others.
- Sharing of information.
- Very much a person who seeks genuine feedback and communication
- Communication
- Providing the right level of information to his team
- Listening to others - understand my sections needs
- Provides constructive feedback
- Feedback and recognition
- Supports people and gives recognition when it is earned or due.
- Feedback and recognition
- Feedback - lets me know when things have gone well

- Genuine concern for outcomes
  - Very effective in providing a leadership front, promoting the organisation and its roles.
  - Very capable manager, very confident in whatever he does, hard working.
  - Good at facilitating discussions and outcomes.
  - Getting results
  - Chris's effective management style delivers on results, moves issues forward in a strategic manner and delivers sustainable results with shared ownership.
  - His innovation
  - Resolves conflict well
  - He also provides direction at all levels with clarity - a difficult task at times
  - Systematic, deliberate in his approach to multi-task workload: has learned to prioritise, delegate, self time-schedule to ensure that work for which he is responsible, or which has been delegated to him, gets covered.
  - Seeks conflict resolution instinctively, rather than blindly pursuing his own or team goals thru/over top of people.
  - Getting results
  - Showing leadership in effecting change within the workgroup.
  - Standing by decisions that may result in changing practices that ensure compliance.
  - Being support on decisions that may not be totally agreed with.
  - Getting results
  - Innovation
  - Is clear about and committed to change management
  - Deals with conflict well
  - Ability to talk, to sell a line of Policy or direction.
  - Ability to position himself with the right team or policy direction.
- 
- Genuine concern for others
  - Cooperation
  - Teamwork
  - Chris is a people manager and has empathy for the diversity of others.
  - He goes out of his way to support and cooperate
  - The care and consideration he has for his staff
  - As he grows in his role, gains confidence, his capacity is improving in terms of developing staff reporting to him.
  - He is a reliable peer.
  - Is genuinely empathetic, and concerned for others (higher than concern for outcomes/the organisation).
  - Trust and support
  - Utilisation of others talents
  - Fostering growth and development
  - Appreciation individual differences.
  - Teamwork
  - Inclusive approach
  - Understanding and identifying.
  - Trust and truth.
  - Believes in giving everyone an opportunity.
  - Strongly fosters staff development and opportunity
  - Effective people management skills.
  - Trust and support
  - Help and co-operation - all excellent
  - Likes to involve others in progressing issues
  - Involving outsiders.
  - Networking effectively.
  - Trust and support - we have a mutual respect
  - Fostering growth and development - encourages training for me
- 
- *Honest and hard working, extremely loyal unless given reason not to be and then can be equally dismissive. Manages own performance very well and seeks to empower and challenge others including team members, but can give mixed messages at times on expectations. Is result and outcome focussed and values people and their contribution in the work place. Always endeavours to make responsible and timely decisions but become very frustrated when this is not possible due to other influences.*

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**4. *What do you recommend are the actions, practices and behaviours he/she should do better and/or more often?***

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- Manage translation of operations to Managers
- Focus on and engage in strategy and analysis at X & Y levels
- Needs to delegate more and allow others to take responsibility rather than attempt to be in full control of all issues which will provide a greater motivation for staff.
- Influence upward. Whilst this will be difficult given the current circumstances it is imperative that our senior managers are able to influence across the Executive management team.
- I am not close enough to his daily operations but there may be an issue of delegation.
- Try to leave time to develop new initiatives with other areas of XYZ to provide opportunities to meld X outcomes with other of XYZ's such as conservation. It would give he and his staff experience in new areas of XYZ business. This may involve him dropping other things he is currently progressing and thus may not be possible because he is overstretched.
- He is very good (intuitively) at broking agreements between others - he could put himself deliberately on more occasions into three-way meetings as a neutral facilitator, using his natural skills in this area to resolve, or at least move along, organisational bottlenecks.
- More time spent with the operations side of things.
- Delegation and freeing up of some time.
- I feel Chris is currently covering too many bases. He requires more support and back-up (both from above and below) to lower his workload to a more realistic level.
- With a team of committed lateral thinking and skilled staff being developed around him, he will be able to rely upon his staff more and be involved in the critical and strategic issues ensuring the future of the X.
- Clarifying roles.
- Resolving conflict of separate agendas.
  
- Back judgement!
- Technical/ report writing
- Needs to assert his own feelings and beliefs on issues more often rather than always taking the politically correct approach.
- Managing own time to ensure quality of time away from work.
- Chris perhaps says "yes" to everyone and needs to consider his time management elements. It is very difficult to get time in his diary to meet or spend time working thru issues.
- Find hours to look after himself (eg go to gym)
- Relaxation.
- Develop a true sense of humour.
  
- Generate greater level of trust by staff by being honest and open.
- Use the existing talents of staff to a better level.
- Be more accessible to staff.
- Performance management
- More contact with operations staff.
- He is a supportive and very understanding.
  
- Ability/preparedness to listen intently to others whilst in conversation (eg in meetings) will improve with his growing confidence in his role (ie rather than sometimes seeming to be working on his own answer in his head while others are speaking).
- A better form of sharing information might assist the team to better engage in the process, to ensure the best possible use of resources available.
- Ensure that everyone is included in the loop on issues that relate to their field. eg asking someone else to do a task that relates to what your doing but not informing all parties.
- Sharing information.
- Communication especially listening to others.
  
- Chris is a very busy man! I encourage him to keep up the good work!
- Given the current circumstances and the position of the organisation I would not consider that much of Chris's style should change

- *Prioritise work issues and achieve a much better work life balance so work does not become a negative. Provide constructive feedback and comment to team members and team leader and be clear about expectations and issues. Spend more time out of the office.*

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**5. *What do you recommend are the actions, practices and behaviours he/she should do less often?***

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- Too sensitive to stakeholders commentary and disinclined to frankness with stakeholders (- although right sensitivity and candour with staff!)
- Less formality in meetings with staff to generate a more open and accessible approach.
- Patronising conversation to subordinates.
- There is a tendency to want to be in direct control of all issues rather than stepping back and allowing others to be responsible.
- Can sometimes be over verbose and over supportive of the senior management viewpoint
- Maybe sometimes too understanding of the reasons/issues why some things can't/won't get done: he might learn to be a bit more (un-naturally for him) 'constructively unreasonable' at times, to win resolution/outcomes.
- Seems sometimes a little too comfortable with bureaucracy and protracted process.
- Perhaps they could be given the opportunity to spend more time developing the priorities in their own area. Not taken off and away to do a million other items but be allowed to put more energy into the tasks at hand.
- Managing up.
- Work long hours
- Long hours
- He should not work as many hours as he does.
- He could possibly consider not being involved in every task force or think tank within the department. There is a balance between control and access and influence. If as can happen that some of these issues become significant distractions business suffers. Alternatively if his contribution is more about positioning then the benefits can be very rewarding.
- Making statements and promises that are condescending.
- Reduce the charm and open up real confidences.
- Should be more to the point at times - direct is good.
- Less meetings.
- Chris is an exceptional leader, manager and person. He should not let his loyalties to the X restricts his opportunities to try his hand in other areas. He will no doubt be an executive in hopefully ours or some other organisation.
- There is not a lot of things that one could recommend.
- *Do not harbour issues/problems internally that then become bigger problems or a germ of discontent. Less hours working, improved effectiveness. Less administrative process and more leadership based activities and outcomes.*

## Appendix 2: Consultant Biographies

**Matt Hobby****Nicoleunderwood Pty Ltd**

- Executive Search and Selection
- Executive Coaching
- Leadership Workshop Facilitation
- HR Consulting
- Culture, Values & Behaviours Workshop Design & Facilitation
- Executive Workforce Planning
- CEO and Executive Performance Review Design and Facilitation
- Board Reviews and Recruitment

Matt Hobby is a driven and passionate recruitment professional, with experience acquired across the globe. Having worked as both a leader of large recruitment teams and as a search consultant, he enjoys the art of connecting talented people with the right organisations.

After an initial career in sales and marketing, Matt embarked on his recruitment journey completely by chance. What started as an interview for a sales role with Michael Page, very quickly turned into an interview as a recruiter and the rest is history! Matt quickly realised that he was able to work in partnership with both clients and candidates to create positive outcomes for both parties. With an opportunity to develop his craft, Matt transferred to Michael Pages' head office in London where he spent 5 years recruiting senior roles across finance, sales, marketing, human resources, general management and executive, legal and public sector for some of the world's biggest brands. This is also where Matt developed his leadership skills, being responsible for the strategic direction, business development and management of two executive search firms, including the start up of the Talent2 operation in Europe.

In 2008, Matt and his family relocated back to his hometown of Adelaide where he took up a role as Manager – Executive Recruitment Services for local recruitment firm, Locher Human Resources followed by a State Manager role at McArthur where he was responsible for the search and recruitment of over 25 CEO roles.

In addition to recruitment, Matt was also responsible for the management and delivery of the HR Consulting Service at McArthur. This involved facilitating over 15 CEO Performance Reviews each year, undertaking Employee Engagement Surveys, Organisational Restructures and Design, Board Reviews and Recruitment and Remuneration Reviews. In this time, he delivered a full suite of outsourced Human Resources services for an organisation with 100 people. This experience has seen Matt be asked to present on a range of HR topics, in particular the effective management of a CEO Performance Review process within the Local Government sector.

Matt is a past President of the industry's peak body, the Recruitment & Consulting Services Association (RCSA) for South Australia and was a national Board Director for 4 years. He is also a Fellow of the RCSA.

Matt has a genuine interest in the future of work and has joined Nicoleunderwood Pty Ltd to influence the business community by offering proactive search solutions as they embark on attracting and retaining the best executives for their businesses.

**KATHRYN McEWAN**

- Resilience and sustainable work performance
- Leader development and mentoring/coaching to executive level
- Development of high performing teams
- Strategy for complex staffing issues such as team dysfunction or difficult employee/leader behaviours
- Group facilitation for specific purposes (e.g. business planning, stakeholder engagement, mediated discussions)
- Conflict mediation for teams and individuals (nationally accredited mediator)
- Organisational interventions to build workplace cultural change
- Custom designed staff development programs focused on behavioral change

Kathryn McEwen is an organisational psychologist, company director, author, speaker and executive coach. Her work history includes working as a management consultant, state manager of an industrial rehabilitation company, military psychologist and academic. For the past 25 years she has worked as a consulting organisational psychologist across all industry sectors and as owner/director of a motor parts company. She is also a partner of the coaching consortium CoachPartners. In 2011 she established Working With Resilience - a consortium of professionals interested in advancing understanding in the area of building workplace resilience ([www.workingwithresilience.com.au](http://www.workingwithresilience.com.au)).

Kathryn's work has a strong evidence-base through conducting applied research and her involvement with the University of South Australia where she is an invited lecturer and member of two industry advisory committees. She is an active supporter of the organisational psychology profession via student mentoring and work placements and has held numerous executive positions within the Australian Psychological Society – including Chair of the SA College of Organisational Psychologists and founding member of the Interest Group in Coaching Psychology. Kathryn is also a long-term member of Australian Human Resources Institute and is frequently an invited speaker at industry conferences. She takes a highly pragmatic approach to her work with a systems perspective; ensuring that strategies are considered within the full context of the environment. Her intention is to create outcomes that are sustainable beyond her involvement through up-skilling managers.

## Appendix 3: Consultant Expression of Interest Scope

### **Facilitation of the Chief Executive Officer 360-degree Feedback process**

#### **Assignment Scope**

The City of Marion is looking to engage the services of an external consultant to assist in the assessment of the performance of the Chief Executive Officer (CEO).

The CEO is entrusted with the organisation's day to day management with direction set from the Council. As such, there is a unique relationship between the CEO and the Council and the evaluation of the CEO's performance is critical to this relationship.

In December 2015 and May 2016, the Council's Elected Members were invited to provide feedback on the CEO's performance via a survey. To provide a deeper level of feedback to the CEO at the end of the performance review period (June 2016), we will be conducting a 360-degree feedback process, which will supplement the feedback already collected.

This 360-degree process will incorporate feedback from approximately 6-8 people the CEO works directly with, including Elected Members, direct reports, key leaders, external key stakeholders as well as the CEO's self-assessment. Further to obtaining responses to the survey, it is recommended interviews are conducted with the survey respondents, to delve deeper into the feedback provided.

We would envisage a consultant would utilise a standard 360-feedback tool, appropriate for a CEO and with consideration of the Local Government environment.

The engagement of a consultant would include:

- The development, implementation (including interviews if required) and evaluation of a 360 tool
- Preparation of a report, outlining the feedback, to be provided to the Mayor and CEO

The budget parameter for this engagement is up to \$3000.

Your expression of interest, addressing the above scope, approach and cost should be addressed to (by 8 June 2016):

Steph Roberts  
Human Resources Manager  
City of Marion Council  
Steph.Roberts@marion.sa.gov.au

We look forward to hearing from you.

Scope