

## **APPENDIX 2**

### **APPRAISAL PROCESS OF THE CHIEF EXECUTIVE**

This guidance on appraisal of the Chief Executive follows the document which is contained with the JNC Chief Executive terms and conditions.

#### **1. INTRODUCTION**

1.1 This guidance is intended for use by senior elected members and the chief executive when agreeing a process for appraising the performance of the chief executive. The focus of this process should be on clarifying what the chief executive is expected to achieve and on identifying any continuing developmental needs which, if met, would maintain a high level of performance. The process of setting objectives should be by agreement and the result should be to identify objectives which are relevant and challenging but achievable.

1.2 The process should not become complex. At all times it needs to focus clearly on a few basic issues: what the chief executive's job is; what has been done well; what could have been done better; the major issues over the next year; and what developmental needs the process clearly identifies.

#### **2. RESPONSIBILITY FOR APPRAISAL**

2.1 The responsibility for appraising the chief executive lies with senior elected members. It is a contractual obligation on the part of both the chief executive and the employing council to engage in a regular process of appraisal.

2.2 The appraisal will be carried out by a small panel representing all political groups. This panel needs to bear in mind at all times that the chief executive is employed by the council as a whole, not by the controlling group, and is therefore required to serve all of the council.

#### **3. AIMS OF APPRAISAL**

- To identify and clarify the key objectives, priorities, and targets of the council and appropriate timescales for their achievement over the next (e.g., twelve) months
- Agree what the chief executive should personally achieve over the next (e.g., twelve) months and identify required standards of performance, to deliver the council's key objectives, priorities, and targets. Wherever possible standards of performance should be expressed in ways which can be monitored objectively
- Discuss positive achievements over the past (e.g., twelve) months and identify reasons for good performance
- Discuss instances over the past (e.g., twelve) months where targets have not been met, identifying the factors preventing the achievements of agreed goals
- Discuss developmental requirements. The chief executive will have strengths and weaknesses and the parties should identify the professional development necessary to equip the chief executive with the requisite skills to meet the council's objectives. The parties should be proactive and anticipate future developmental needs in the context of the council's changing priorities. This discussion could lead to the design of a formal programme of continuous professional development (CPD). Equally this discussion may lead to agreement on changes to the working relationship between leading members and the chief executive. It should not be assumed that it is only the chief executive who may need to adjust his / her approach to the working relationship

3.1 Appraisal should be set in the context of the council's objectives, priorities, and targets, generally expressed in corporate plans. Appraisal targets when taken as a whole should be related to agreed targets for the council as a whole.

#### **4. THE APPRAISAL CYCLE**

4.1 Appraisal should take place on a predetermined date, at least annually, backed up by regular monitoring meetings at which targets can be reviewed for continuing relevance. A formal system of appraisal should not prevent the continuous review of progress and performance.

#### **5. KEY ELEMENTS OF THE APPRAISAL PROCESS**

- Continuous two-way monitoring of performance against objectives
- Preparation for an appraisal meeting
- An appraisal meeting where recent and current performance, future objectives and development needs are discussed
- Agreement on action required from either party to ensure required performance is achievable
- A continuing process of informal discussion regarding performance

#### **The Appraisal Panel**

A panel of senior Members will be deputised to carry out the reviews on behalf of the Council. The review will provide a structured opportunity to review the relationship between Members and the Chief Executive, cement a shared vision and clarify personal aims and objectives for the following 12 months.

The review will acknowledge that the Chief Executive is responsible for the whole Council and not just the current administration, hence the panel membership will reflect this. The Panel will consist of the following Members: -

- The Leader of the Council (Chair)
- The Deputy Leader and
- The Leader of the Opposition Group.

The Panel will be supported by an External Facilitator (in an advisory role), and by the Council's Head of HR.

#### **Before the annual performance appraisal meeting: -**

The external facilitator, acceptable both to the Leader and the Chief Executive, will be appointed to carry out a rigorous 360° performance appraisal process, including interviews with elected Members, nominated staff and external partners.

The external facilitator will prepare a report for consideration prior to the annual meeting taking place.

The Chief Executive will prepare two presentations and submit these 10 working days in advance of the annual meeting taking place. The contents of which will assist the discussions between Panel members, which will take place as outlined in below.

The Chief Executive will have the opportunity to discuss his/her presentations with the external facilitator prior to the meeting.

The panel similarly will have the opportunity with the external facilitator to discuss the process of performance management, to make the meeting as meaningful as possible.

The Panel will hold a pre meeting to form a shared view of the major challenges facing the Council and, subsequently, to translate these into personal objectives for the Chief Executive.

### **Agenda for the appraisal meeting**

The annual appraisal meeting shall have the following agenda: -

The external facilitator responsible for the 360° process will provide feedback to Panel members on the outcomes of this.

A presentation by the Chief Executive of the achievements, or otherwise, of his major objectives for the period under review. This should concentrate on outputs and outcomes against the agreed personal targets of the Chief Executive himself/herself.

An opportunity for the panel members to provide feedback on the presentation and on any related issues requiring further action.

A presentation by the Chief Executive of his understanding of the objectives which need to be achieved in the next performance period. This should be a short list, concentrating on the "big picture" of what needs to be achieved. (Discussion on the method by which objectives will be achieved is not seen as the remit for this Panel). The personal actions and targets for the Chief Executive himself in this context should be listed, for consideration by the Panel.

Agreement/amendment/addition of objectives and personal targets for the Chief Executive by the panel, and by the Chief Executive.

### **The appraisal meeting and afterwards**

- Both parties should be well informed and prepared for the interview
- The process should be two-way
- The interview should be free from interruptions, and notes should be taken when necessary
- The parties should concentrate as far as possible on established facts rather than unsubstantiated opinions
- Targets which are realistic and capable of being monitored should be agreed
- Any agreed personal development plans should be implemented within the agreed timescale
- The chief executive should be given a reasonable opportunity to correct any shortfalls in performance
- A date for the next review should be agreed

## **6. EXTERNAL ASSISTANCE**

6.1 External assistance in facilitating the appraisal process can be helpful in providing an independent perspective.

6.2 The Council will seek this support from an external recognised organisation ie SOLACE.

6.3 This assistance will take the form of them directly participating in the process for which a fee may be requested to cover staff time.

## **7. OTHER MATTERS**

7.1 The content of appraisal meetings should be treated as confidential to the participants. However, it should be reported to the Council's Employment and Appeals Committee that an appraisal meeting has taken place. The agreed aims and objectives of the Chief Executive should be circulated as appropriate to Council and Elected Members

7.2 The Chief Executive's aims and objectives should cascade down the organisation to inform the aims and objectives of Corporate Directors, Service Heads and so on. This may be useful in acting as a reminder that the Chief Executive and Members need to ensure that chief officers are in turn appraised.

7.3 It should, however, not be assumed that the process for appraising the chief executive should be followed in precise detail for other staff. There is a fundamental difference between elected members appraising the chief executive and managers appraising subordinates. The principles, nevertheless, are the same