

14.1 ESTABLISHMENT OF THE 2019 CHIEF EXECUTIVE OFFICER'S PERFORMANCE REVIEW COMMITTEE

REPORT AUTHOR:	General Manager, Governance & Community Affairs
GENERAL MANAGER:	Not Applicable
CONTACT NUMBER:	8366 4549
FILE REFERENCE:	S/00672
ATTACHMENTS:	A - C

PURPOSE OF REPORT

The purpose of this report is to seek the establishment of the 2019 Chief Executive Officer's Performance Review Committee (the Committee) and to appoint members to the Committee.

BACKGROUND

At its meeting held in April 2018, the Council adopted the new Contract of Employment for the Chief Executive Officer, commencing on 1 November 2017 until 31 October 2021.

The Contract of Employment stipulates that *the Performance Review will be based on agreed Key Result Areas (KRA's) and Key Performance Indicators (KPI's), Strategic Performance Objectives (SPO's) and Personal Development Objectives (PDO's) that incorporate the requirements of the Position Description attached as Schedule 1.*

The Contract of Employment also sets out that the process of appraisal shall include the following:

- 1. The Council will appoint a Committee of the Council, comprising the Mayor, three (3) Elected Members and an independent Human Resource Specialist. The Mayor will chair the Panel.*
- 2. The Chief Executive Officer will prepare a report or presentation to Council in respect of the progress against each of the KPIs, SPOs and PDOs that has occurred during the review period.*
- 3. Using an appropriate survey tool the performance of the Chief Executive Officer shall be appraised against each of the KPIs, SPOs, and PDOs.*
- 4. The appraisal shall require the Chief Executive Officer to undertake a self appraisal.*
- 5. The appraisal shall also include a review of the remuneration included in Schedule 2 in accordance with the Contract of Employment.*
- 6. The Human Resource Specialist will prepare a draft report and the Committee of the Council will consider the findings and if satisfied discuss these with the Chief Executive Officer.*
- 7. At this meeting the Committee of the Council and the Chief Executive Officer shall agree on new SPOs, PDOs to be achieved during the next appraisal period.*
- 8. At this time the Position Description shall be reviewed with the Chief Executive Officer and agreement reached in respect to any required variations.*
- 9. The Committee of the Council shall prepare a report to the Council on the outcomes of the appraisal and provide the Chief Executive Officer with a copy of the report. The report shall also include recommendations in respect of the remuneration review.*
- 10. Both the Chief Executive Officer and the Committee of the Council shall have the opportunity to make written comment on the report prior to presentation to the Council and such comment shall be included in the report.*

At its meeting held on 5 August 2019, the Council resolved to establish *the Chief Executive Officer's Performance Review Committee, to conduct a review of the Chief Executive Officer's performance in accordance with the terms of the Chief Executive Officer's Contract of Employment.*

This report presents the draft Terms of Reference for the Committee and the Expressions of Interest which have been received from Human Resource Specialists to conduct the review.

RELEVANT POLICIES & STRATEGIC DIRECTIONS

Nil

RESOURCE ISSUES

The Council's General Manager, Governance & Community Affairs will coordinate the Chief Executive Officer's Performance Review.

CONSULTATION

- **Elected Members**
Not Applicable.

- **Community**
Not Applicable.

- **Staff**
The Chief Executive Officer's Contract of Employment and the Protocols (and indeed past practice) provide that the Chief Executive Officer must agree to the Independent Human Resource Specialist Member of the Committee, who is appointed to the Committee.

Discussions, therefore, have been undertaken with the Chief Executive Officer in respect to the candidates. The Chief Executive Officer has advised that he does not have a preference for any particular organisation or individual to assist the Committee with the review process and that, in his opinion, any of the five (5) candidates would be suitable.

- **Other Agencies**
Not Applicable.

DISCUSSION

In order to formalise the process and to ensure that both the requirements of the Contract of Employment and the Protocols are followed, the *Chief Executive Officer's Performance Review Committee* is required to be formally established as a committee under Section 41 of the *Local Government Act 1999* (the Act).

In accordance with the provisions of Section 41 of the Act, draft Terms of Reference for the *Chief Executive Officer's Performance Review Committee* have been prepared for the Council's consideration.

A copy of the draft Terms of Reference is contained within **Attachment A**.

In respect to the appointment of the Independent Human Resource Specialist Member on the Committee, an Expression of Interest process has been undertaken.

In September 2019, a letter was sent to the following seven (7) suitably qualified and experienced consultants inviting them to provide a submission to fulfil the role of Independent Member on the Committee and to assist the Committee in performing the review:

- AME Recruitment;
- Ashby Magro;
- Corpor8solutions;
- John Coombe Consulting;
- Morton Philips;
- Richard Altman Consulting; and
- Stillwell Management Consultants.

A copy of the letter is contained within **Attachment B**.

Submissions have now been received from the following five (5) organisations:

- AME Recruitment;
- Ashby Magro;
- Corpor8solutions;
- Richard Altman Consulting; and
- Stillwell Management Consultants.

Two (2) organisations, John Coombe Consulting and Morton Philips, advised that they would not be submitting an Expression of Interest due to current work commitments.

A copy of the submissions which have been received from the five (5) organisations is contained within **Attachment C**.

Table 1 below sets out a summary of the submissions highlighting the costs associated with the scope of the review and the nominated consultant:

TABLE 1: EXPRESSIONS OF INTEREST – COSTS TO CONDUCT THE REVIEW

Organisation	Nominated consultant	Cost (GST exc)
AME Recruitment	Adam Kennedy	\$ 6,250.00
Ashby Magro	Allison Ashby	\$ 5,250.00
Corpor8solutions	Dr Wayne Coonan	\$10,000.00
Richard Altman Consulting	Richard Altman	\$ 6,500.00
Stillwell Management	Mr Daryl Stillwell	\$ 8,950.00

A summary of the Expressions of Interest which have been received is set out below.

AME Recruitment

AME Recruitment has been operating as a “boutique” Executive Recruitment and Human Resource Consultancy since 2001. AME recruitment have undertaken numerous Local Government Chief Executive Officer performance reviews including the City of Burnside, City of Onkaparinga, Eastern Health Authority (EHA) and a number of regional councils over the last 12 months.

AME Recruitment’s nominated consultant, Mr Adam Kennedy is the Managing Director. Mr Kennedy has over 12 years experience in executive recruitment which has included recruitment of Chief Executive Officers, Directors, General Managers, etc and consulting in the areas of succession planning performance and development review programs, cultural benchmarking and all aspects of human resource management.

The proposed approach to the performance review which AME Recruitment have set out in their Expression of Interest reflects the Council’s process and also includes a self-assessment survey which would be completed by the Chief Executive Officer to ensure the final report represents a 360degree view.

Ashby Magro

Ms Allison Ashby, Director, Ashby Magro, has over 30 years experience in executive recruitment and human resource consulting and has conducted a number of Local Government Chief Executive Officer performance reviews including the City of Charles Sturt, City of Prospect, Campbelltown City Council and Local Government Association of South Australia.

Ms Ashby's proposed approach to the performance review of the Chief Executive Officer, as set out in the Expression of Interest reflects the Council's process and also identifies a component for salary benchmarking if required.

Ms Ashby has advised that the Council will only be charged for the actual hours worked.

Corpor8solutions

Dr Wayne Coonan, Corpor8solutions, specialises in organisational effectiveness and has conducted performance reviews for a number of Councils including Port Adelaide Enfield Council, City of Onkaparinga, City of Mitcham, City of Unley, Whyalla, Adelaide Hills Council, and Mt Barker District Council.

Dr Coonan conducted the Chief Executive Officer's Performance Review in 2017.

The proposed approach to the performance review which Dr Coonan has set out in his Expression of Interest reflects the Council's process.

Richard Altman Consulting

Richard Altman has over 35 years of senior Human Resource experience and has worked with numerous organisations to assist with organisation reviews, executive capability assessment, performance reviews and remuneration reviews including the City of Adelaide, City of Unley, Town of Walkerville, City of Burnside, Adelaide Hills Council and the District Council of Mount Remarkable.

The proposed approach to the performance review which Mr Altman has set out in his Expression of Interest reflects the Council's process, however, he has also indicated that as part of his preferred methodology he would meet with all participants of the review (ie 22 participants), to discuss their performance feedback. The review meetings would be conducted face-to-face or via a telephone conversation.

Stillwell Management

Mr Daryl Stillwell, Managing Director, Stillwell Management, has over 38 years experience as a Management Consultant and Organisational Psychologist, and has undertaken a number of performance reviews in conjunction with South Australian Councils, including the City of Onkaparinga, Light Regional Council and the Local Government Association of South Australia.

The proposed approach to the performance review which Mr Stillwell has set out in his Expression of Interest, reflects the Council's process. In addition, Mr Stillwell has indicated that as part of the process, and using the outcome of the surveys, he would design a set of questions and behavioural interview techniques to meet with respondents, if requested, to determine additional feedback to inform any recommendations made as part of the review process.

OPTIONS

Not Applicable.

CONCLUSION

All candidates who have provided a submission to assist the Committee to carry out the review of the Chief Executive Officer's performance, are considered to be suitably qualified and experienced for this function. Costs vary slightly between the organisations even though the scope of the role is prescriptive.

The Protocols set out that the candidates to be considered by the Council for nomination to the Committee must be approved as potential members of the Committee by the Chief Executive Officer prior to commencement of this selection process.

The Chief Executive has advised that he does not have a preference for any particular organisation or individual to assist the Committee with the review process and that, in his opinion, any of the five (5) candidates would be suitable.

COMMENTS

The 2019 Chief Executive Officer's Performance Review is a mid-term Contract of Employment Performance Review which will focus on the Strategic Performance Objectives which were agreed upon by the Council in September 2018.

The review will also provide an opportunity for the Council to determine any new Strategic Performance Objectives for the next twelve month period.

The Protocols also require that a range of documents, including *the Chief Executive Officer's Contract of Employment*, be provided to the Committee. These documents will be made available to the Committee at the first meeting of the Committee.

RECOMMENDATION 1

That pursuant to Section 90(2) and (3) of the *Local Government Act 1999* the Council orders that the public, with the exception of the General Manager, Governance & Community Affairs, be excluded from the meeting on the basis that the Council will receive, discuss and consider:

- (a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

and the Council is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the information confidential.

RECOMMENDATION 2

1. That pursuant to Section 41 of the *Local Government Act 1999*, the Chief Executive Officer's Performance Review Committee be established in accordance with the attached Terms of Reference.
2. That Mayor Robert Bria and the following Elected Members be appointed to the Chief Executive Officer's Performance Review Committee:
 - 2.1 Cr _____
 - 2.2 Cr _____
 - 2.3 Cr _____
3. That _____ of _____ be appointed to the Committee as the Independent Human Resource Specialist Member of the Committee.

RECOMMENDATION 3

Under Section 91(7) and (9) of the *Local Government Act 1999*, the Council orders that the report and discussion be kept confidential for a period not exceeding five (5) years and that this order be reviewed every twelve (12 months).

Under Section 91(7) and (9) of the *Local Government Act 1999* the Council orders that the minutes be kept confidential until the first meeting of the Chief Executive Officer's Performance Review Committee.

Cr Dottore moved:

That pursuant to Section 90(2) and (3) of the Local Government Act 1999 the Council orders that the public, with the exception of the General Manager, Governance & Community Affairs, be excluded from the meeting on the basis that the Council will receive, discuss and consider:

- (a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).*

and the Council is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the information confidential.

Seconded by Cr Knoblauch and carried unanimously.

Short Term Suspension of Proceedings

At 9.53pm the Mayor, with the approval of two-thirds of the Elected Members present, suspended the meeting procedures pursuant to Regulation 20(1) of the Local Government (Procedures at Meetings) Regulations 2013, for a period of ten (10) minutes.

Resumption of Proceedings

At 10.00pm proceedings resumed.

Cr Moore moved:

That pursuant to Section 41 of the Local Government Act 1999, the Chief Executive Officer's Performance Review Committee be established in accordance with the attached Terms of Reference.

Seconded by Cr Sims and carried unanimously.

Call for Nominations for Appointment to the Chief Executive Officer's Performance Review Committee

The Mayor called for nominations for appointment to the Chief Executive Officer's Performance Review Committee.

The following nominations were received:

- Cr Whittington;
- Cr Moorhouse;
- Cr Dottore;
- Cr Sims; and
- Cr Duke.

Voting by Secret Ball

A secret ballot was conducted and the General Manager, Governance & Community Affairs was appointed as Returning Officer for the counting of votes.

Completion of Counting of Votes by Secret Ballot – First Count

The votes were counted and the results were declared to the Council as follows:

- Cr Duke (10 votes)
- Cr Moorhouse (6 votes)
- Cr Whittington (5 votes)
- Cr Sims (5 votes)
- Cr Dottore (4 votes).

Voting by Secret Ballot

As there was a tied vote for Cr Whittington and Cr Sims, a secret ballot was conducted to determine the third Member for appointment to the Committee.

The General Manager, Governance & Community Affairs was appointed as Returning Officer for the counting of votes.

Completion of Counting of Votes by Secret Ballot – Second Count

The votes were counted and the results were declared to the Council as follows:

- Cr Sims (6 votes)
- Cr Whittington (4 votes).

Cr Stock moved:

That Mayor Robert Bria and the following Elected Members be appointed to the Chief Executive Officer's Performance Review Committee:

- Cr Kevin Duke;
- Cr Kester Moorhouse; and
- Cr Scott Sims.

Seconded by Cr Moore and carried unanimously.

Cr Sims moved:

That Adam Kennedy of AME Recruitment be appointed to the Committee as the Independent Human Resource Specialist Member of the Committee, with the appointment commencing on 15 October 2019.

Seconded Cr Whittington and carried unanimously.

Cr Moore moved:

Under Section 91(7) and (9) of the Local Government Act 1999, the Council orders that the report and discussion be kept confidential for a period not exceeding five (5) years and that this order be reviewed every twelve (12 months).

Under Section 91(7) and (9) of the Local Government Act 1999 the Council orders that the minutes be kept confidential until the first meeting of the Chief Executive Officer's Performance Review Committee.

Seconded by Cr Duke and carried unanimously.

Attachment A

Confidential

Establishment of the 2019 Chief Executive Officer's Performance Review Committee

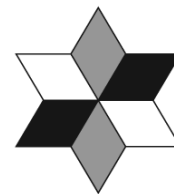
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CHIEF EXECUTIVE OFFICER'S PERFORMANCE REVIEW COMMITTEE

TERMS OF REFERENCE

1. ESTABLISHMENT AND FUNCTION OF THE CHIEF EXECUTIVE OFFICER'S PERFORMANCE REVIEW COMMITTEE

- 1.1 Pursuant to section 41 of the *Local Government Act 1999* the Council establishes a Committee to be known as the Chief Executive Officer's Performance Review Committee ("the Committee").
- 1.2 The Committee will continue in existence until the Review has been completed and at that time, by operation of this clause, will be wound up without any further decision of the Council.

2. OBJECTIVES

The Committee is established for the purposes of facilitating the review of the Chief Executive Officer's performance as required and in accordance with the Chief Executive Officer's Contract of Employment.

3. MEMBERSHIP

- 3.1 Membership of the Committee will comprise:
 - Mayor Robert Bria;
 - ;
 - ;
 - ; and
 - (Independent Human Resource Specialist Member).
- 3.2 The Committee shall be assisted at all times by the services of an Independent Human Resource Specialist who shall be appointed by the Council for these purposes.
- 3.3 The Council appoints the Mayor as the Presiding Member of the Committee.
- 3.4 Membership of the Chief Executive Officer's Performance Review Committee continues for the term of the Committee unless a member resigns from the Committee or is removed earlier by resolution of Council.

5. TERMS OF REFERENCE – OPERATIONAL MATTERS

- 5.1. The Committee shall act at all times in strict accordance with the *Local Government Act 1999*, and Part 2 of the *Local Government (Procedures at Meetings) Regulations 2013*.
- 5.2. The Committee shall meet at the Norwood Town Hall, 175 The Parade, Norwood, in accordance with the responsibilities imposed upon it at clause 7 of these Terms of Reference and otherwise on such dates and at such times as the Presiding Member of the Committee or the Committee by resolution may determine.
- 5.3. A quorum for a meeting of the Committee is three (3) members of the Committee which shall include the Independent Member.
- 5.4. If the Presiding Member of the Committee is absent from a meeting then the members present will determine between them who will preside.
- 5.5. All decisions of the Committee shall be made on the basis of a majority decision of the members present.
- 5.6. Insofar as the *Local Government Act 1999* and Regulations and these Terms of Reference do not prescribe the procedure to be observed in relation to the conduct of a meeting of the Committee, the Committee may determine its own procedure.

6. REPORTING

- 6.1. The Committee does not enjoy the delegation of any powers, functions and duties of the Council but acts in accordance with these Terms of Reference and any additional authorisations provided by the Council.
- 6.2. All decisions of the Committee will, therefore, constitute recommendations to the Council.
- 6.3. In recognition of the fact that the Committee deals with the 'personal affairs' (as defined in the Act) of the Chief Executive Officer, the Committee is required to give consideration to issues of confidentiality in the performance of its functions.

7. TERMS OF REFERENCE – FUNCTIONS AND RESPONSIBILITIES

- 7.1. The Committee is charged with undertaking the following functions:
 - a. facilitating the review of the Chief Executive Officer's performance as required by clause 7 of the Chief Executive Officer's Contract of Employment.
 - b. assessing the Chief Executive Officer's performance by reference to the extent to which the Chief Executive Officer has discharged the goals, objectives, responsibilities and duties as set out in the Contract of Employment and as required by Schedule 3 of the Contract of Employment; and

in discharging its powers, duties and functions the Committee must do so in accordance with the Protocols adopted by the Council as attached to these Terms of Reference.

8. WINDING UP OF COMMITTEE

- 8.1. The Committee will be wound up without further action by the Council upon the finalisation of the Chief Executive Officer's Performance Review process required by Clause 1.2 of these Terms of Reference.



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Protocols to be used to Conduct the Performance Review of the Chief Executive Officer

1. The Council must nominate the members of the Committee by no later than two weeks before the annual review is due to commence. The Mayor will chair the Committee.
2. At least six (6) weeks prior to nominating the independent person to the Committee, a transparent selection process to be managed by a nominated senior Manager other than the Chief Executive Officer, must be undertaken.
3. The candidates to be considered by the Council for nomination to the Committee must be approved as potential members of the Committee by the Chief Executive Officer prior to commencement of this selection process.
4. The Council must deliver a written "Terms of Reference" to the Committee at the time of nomination.
5. The "Terms of Reference" for the Committee must include a copy of the Chief Executive Officer's current Contract of Employment, all of the previously agreed statements of "goals, objectives, responsibilities and duties" and "performance criteria" of the Chief Executive Officer against which the Chief Executive Officer is to be reviewed and assessed. The "Terms of Reference" must also include a copy of the previous written annual review report which may include criteria for development/improvement against which the Chief Executive Officer may also need to be assessed, together with the outcome of any mid term action plan required from the previous year's Report.
6. At the first meeting of the Committee the members must first agree on a methodology for the review process and relevant protocols for undertaking the Review and Assessment.
7. Committee members shall not disclose any details of the Review to any other person, must keep all documents provided to them confidential and must return all documents so provided to them for the purpose of the Review, to the Mayor for secure and confidential storage at the completion of the Review.
8. The Independent Member of the Committee shall in addition to participating as an equal member of the Committee, provide relevant professional advice to the Committee and be responsible for fully supporting the Committee and preparing the Report as required by the Committee after consultation with the Chief Executive Officer.
9. The Chair of the Committee shall be responsible for calling and organising meetings of the Committee which shall be held in confidence.
10. The assessment report developed for the Committee shall include details of the methodology used and the findings of each stage of the Review process including a summary of the outcomes of qualitative methods such as interviews, but will not include material which could breach the confidentiality of participants in the Review process.
11. The Chief Executive Officer will have the opportunity to comment on both the preliminary report and the final report of the Committee before the latter is delivered to the Council with the intent that the Committee and the Chief Executive Officer have agreed on the final Report and the recommendations.
12. Any matters which cannot be agreed by the Committee and the Chief Executive Officer shall be clearly identified in the final Report, but the only matters to be referred to the Council for action must be of substance regarding the failure of the Chief Executive Officer to meet expected performance and which would warrant the Council commencing a formal warning procedure as provided in the Chief Executive Officer's Contract of Employment.

Attachment B

Confidential

Establishment of the 2019 Chief Executive Officer's Performance Review Committee

Released

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**City of
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& St Peters**

File Number: S/00672
 Enquiries To: Lisa Mara
 Direct Telephone: 8366 4549

2 September 2019

Mr Adam Kennedy
 Managing Director
 AME Recruitment Solutions

Dear Adam

PERFORMANCE REVIEW – CHIEF EXECUTIVE OFFICER

In accordance with the terms and conditions of the Chief Executive Officer's Contract of Employment, the Council is required to undertake a review of his performance.

In order to undertake the review, the Council has determined to establish a Performance Review Committee. The Committee will comprise the Mayor, three (3) Councillors and an independent Human Resource Specialist.

The Council is now calling for submissions from suitably qualified and experienced Human Resource Specialists to fulfil the position of Independent Human Resource Specialist Member on the Committee. Essentially the role of the independent person on the Committee, is to assist the Committee in undertaking the review. The independent person will also be a member of the Committee.

As part of the role, the Independent Human Resource Specialist Member will also be required to:

1. Conduct a survey of all Elected Members and staff who report directly to the Chief Executive Officer. This will involve approximately 22 people.
2. Conduct one-on-one interviews with Elected Members and direct report staff, if requested by individual Elected Members and/or staff.
3. Provide the Committee with a report on the outcomes of 1 and 2 above.
4. Assist the Committee with and prepare the final report for the Committee together with any recommendations for the Committee's consideration and endorsement.

Please find attached a copy of the Protocols which have been adopted by the Council in respect to the Performance Review.

I wish to advise that if you are appointed as the Independent Human Resource Specialist Member, you will not be able to delegate this role to other members of your organisation.

In order to be considered for this role, I am seeking a submission from you which includes the following:

1. Profile, including details of similar assignments which you have conducted.
2. Details of how you propose to undertake the Performance Review in accordance with the Protocols.
3. Fee details.



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-2-

Your submission is required to be marked "Confidential" and addressed to me. The closing date for submissions is 5.00pm, Monday, 16 September 2019.

All Expressions of Interests received will be presented to the Council at its meeting to be held on Tuesday, 8 October 2019.

If you wish to discuss this matter or require any further information, please do not hesitate to contact me on 8366 4549.

Yours sincerely



Lisa Mara
GENERAL MANAGER, GOVERNANCE & COMMUNITY AFFAIRS

Encl: Protocols to be used to Conduct the Performance Review of the Chief Executive Officer.

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Protocols to be used to Conduct the Performance Review of the Chief Executive Officer

1. The Council must nominate the members of the Chief Executive Officer's Performance Review Committee (the Committee), by no later than two weeks before the annual review is due to commence. The Mayor will chair the Committee.
2. At least six weeks prior to nominating the independent person to the Committee, a transparent selection process to be managed by a nominated senior Manager other than the Chief Executive Officer, must be undertaken.
3. The candidates to be considered by the Council for nomination to the Committee must be approved as potential members of the Committee by the Chief Executive Officer prior to commencement of this selection process.
4. The Council must deliver a written "Terms of Reference" to the Committee at the time of nomination.
5. The "Terms of Reference" for the Committee must include a copy of the Chief Executive Officer's current Contract of Employment, all of the previously agreed statements of "goals, objectives, responsibilities and duties" and "performance criteria" of the Chief Executive Officer against which the Chief Executive Officer is to be reviewed and assessed. The "Terms of Reference" must also include a copy of the previous written annual review report which may include criteria for development/improvement against which the Chief Executive Officer may also need to be assessed, together with the outcome of any mid term action plan required from the previous year's Report.
6. At the first meeting of the Committee the Members must first agree on a methodology for the review process and relevant protocols for undertaking the Review and Assessment.
7. Committee Members shall not disclose any details of the Review to any other person, must keep all documents provided to them confidential and must return all documents so provided to them for the purpose of the Review, to the Mayor for secure and confidential storage at the completion of the Review.
8. The Independent Member of the Committee shall in addition to participating as an equal member of the Committee, provide relevant professional advice to the Committee and be responsible for fully supporting the Committee and preparing the Report as required by the Committee after consultation with the Chief Executive Officer.
9. The Chair of the Committee shall be responsible for calling and organising meetings of the Committee which shall be held in confidence.
10. The assessment report developed for the Committee shall include details of the methodology used and the findings of each stage of the Review process including a summary of the outcomes of qualitative methods such as interviews, but will not include material which could breach the confidentiality of participants in the Review process.
11. The Chief Executive Officer will have the opportunity to comment on both the preliminary report and the final report of the Committee before the latter is delivered to the Council with the intent that the Committee and the Chief Executive Officer have agreed on the final Report and the recommendations.
12. Any matters which cannot be agreed by the Committee and the Chief Executive Officer shall be clearly identified in the final Report, but the only matters to be referred to the Council for action must be of substance regarding the failure of the Chief Executive Officer to meet expected performance and which would warrant the Council commencing a formal warning procedure as provided in the Chief Executive Officer's Contract of Employment.

Attachment C

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**City of
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15 September 2019

Private & Confidential

Lisa Mara
General Manager, Governance & Community Affairs
City of Norwood, Payneham & St Peters
175 The Parade
NORWOOD SA 5067

By email: lmara@npsp.sa.gov.au

Re: Performance Review – City of Norwood, Payneham & St Peters

Dear Lisa,

Thank you for opportunity to provide a quotation to become a member of, and assist with, the CEO's Performance Review Committee. If successful, Adam Kennedy, Managing Director of AME Recruitment, will undertake all aspects of the review (including meeting attendance, one-on-one interviews, preparation and presentation of draft and final reports and all liaison with the Performance Review Committee and Council in general).

Scope of Work

Based on information provided, it is understood that the scope of the CEO's Performance Review includes:

1. As the Independent Human Resource Specialist be a member of the CEO Performance Review Panel and provide relevant professional advice to the Committee;
2. Following agreement of survey question content and approach – survey all Elected Members and staff who report directly to the CEO (approximately 22 people);
3. Conduct one-on-one interviews with Elected Members and direct report staff, if requested by individual Elected Members and / or staff;
4. Provide the Committee with a report on items 2 & 3 above;
5. Assist the Committee with, and prepare, the final report for the Committee together with any recommendations for the Committee's consideration and endorsement.

Proposed Approach to Assignment

The following steps outline AME Recruitment's proposed approach to the review:

1. Review and familiarisation with the Terms of Reference for the Committee including:
 - a. reviewing the CEO's current Contract of Employment;

- b. reviewing all previously agreed statements of “goals, objectives, responsibilities and duties” and “performance criteria” established for the CEO against which the CEO is to be reviewed and assessed;
 - c. reviewing previously prepared annual performance review reports (which may or may not include criteria for development / improvement),
 - d. reviewing any mid-term action plan(s) that has been utilised since the previous annual performance review.
2. At the first meeting with the Committee agreement needs to be reached on the methodology for the review process and relevant protocols for undertaking the review and assessment. This will include identification of survey participants. (please note: historically AME Recruitment has encouraged the CEO to provide the full Elected Body with a 10 – 15 minute overview of key achievements and outcomes delivered in the previous 12 months – this report is usually presented as part of a regular Council Meeting using the key “performance criteria” as the headings for the presentation – this is a suggestion and subject to Committee and CEO approval).
3. Following the first meeting, a series of questions will be developed for approval and sign off by the Committee (these questions will also consider all items outlined in point 1, sections a through d). Questions will be broken into sections which are congruent with the CEO’s “goals, objectives, responsibilities and duties” and “performance criteria”. Questions will require respondents to provide a quantitative score of between 1 (being poor performance) and 5 (being outstanding performance) (with the option to select “unable to answer” if the respondent feels that they do not have sufficient information to provide a considered and / or meaningful response. Provision will also be made under each section and overall for respondents to add qualitative comments. ***Please note, no qualitative answers will be reproduced verbatim in the draft or final reports – only key themes and general findings will be reported.***
4. Upon sign off of the questionnaire by the Committee, AME Recruitment will issue a personal electronic invitation to all selected respondents to complete the survey confidentially via our online survey tool.
5. Separate emails will also be sent to all respondents advising them of the opportunity to meet, confidentially, one-on-one with Adam Kennedy to discuss any aspect of the CEO’s performance. ***Again, no discussion points will be reproduced verbatim in the draft or final reports – only key themes and general findings will be reported.***
6. AME Recruitment would also encourage the CEO to complete a “self-assessment” survey (including relevant comments) – this enables the draft and final report to be a 360 degree view – it also provides the Committee and the CEO with insight into how the CEO’s own perception of his performance “lines up” with the view of those he interacts regularly with.
7. Respondents will be given 14 days to complete the online survey and (if required) participate in one-on-one meetings.
8. Once responses are received, a draft preliminary report will be developed for review and comment by the Committee and the CEO. This report will contain details of the methodologies utilised for data collection and analysis.
9. Following feedback from both the Committee and the CEO, a final report will be produced for presentation to the Council. At this stage, the final content of the report will have been agreed upon by both the Committee and the CEO.

At all times, respondent confidentiality and privacy is of the utmost importance.

About AME Recruitment

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

AME Recruitment has been providing “People Solutions and Solutions for People”, operating as a respected boutique Executive Recruitment and Human Resource Consultancy since it commenced in 2001.

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

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

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

AME Recruitment's Experience

AME Recruitment has extensive experience in the South Australian Local Government Sector. This experience has been developed through both the recruitment of key Corporate and Local Government leadership roles and undertaking numerous Local Government CEO Performance Appraisal & Remuneration Reviews. Details of relevant recruitment assignments are contained within Appendix 1 of this document. Details of AME Recruitment's Performance Appraisal and Remuneration Review work is listed below.

The process being utilised by the City of Norwood, Payneham & St Peters is similar to many CEO Performance Appraisal & Remuneration Reviews AME Recruitment has helped to facilitate.

AME Recruitment's experience over the past 12 months undertaking CEO Performance Appraisal and Review includes:

- City of Burnside – CEO Performance Review;
- City of Onkaparinga – CEO Performance & Remuneration Review;
- Eastern Health Authority – CEO Performance & Remuneration Review;
- Wakefield Regional Council – CEO Performance & Remuneration Review;
- Naracoorte Lucindale Council – CEO Performance & Remuneration Review;
- Robe District Council – CEO Performance & Remuneration Review;
- Light Regional Council – CEO Performance & Remuneration Review;
- Tatiara District Council – CEO Performance & Remuneration Review;
- Kingston District Council – CEO Performance & Remuneration Review;
- City of Mount Gambier – CEO Performance & Remuneration Review;
- Limestone Coast Local Government Association – CEO Performance & Remuneration Review;

AME Recruitment's recent organisational wide Cultural Review work:

- Coorong District Council (whole of organisation cultural review);
- District Council of Grant (whole of organisation cultural review).

Prior Years

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

Our Nominated Consultant

All CEO Performance Appraisal & Remuneration Review's which AME Recruitment undertakes are facilitated and managed by Adam Kennedy, Managing Director, AME Recruitment. Adam will personally attend all Committee meetings, facilitate the performance review data collection, salary benchmarking and prepare and present the Performance and Remuneration review and Performance Plan reports to the CEO Recruitment, Performance Appraisal and Remuneration Review Committee.

A brief biography of Adam Kennedy is below:

Adam Kennedy

B Comm, B Econ, Grad Dip Marketing, MBA

Adam is an accomplished leader with a highly diverse and successful career spanning more than 27 years with experience gained from a number of industries including, Human Resource Management and Recruitment, Wine & Spirits, FMCG, Financial Services and Manufacturing. He has worked for multi-national, national and state based organisations in a variety of roles including Director, General Manager, Decision Support Manager, National Trade Marketing Manager, Sales Operation Manager and Management Accountant.

As a leader he uses emotional intelligence and an inclusive leadership style to support, develop and encourage many teams to achieve through independent thought, calculated risk taking and a supportive reflective style to ensure learning occurs every day and in every situation.

Adam's success in the corporate sector for over 15 years was underpinned by the ability to recruit, develop and lead highly motivated and driven teams many of whom were recognised for over achieving targets and over delivery of corporate sales and branding objectives.

He now uses these experiences and successes as the owner and Managing Director of AME Recruitment Pty Ltd to help our valued client's source, obtain and retain the very best talent available in the market. His 12 years of executive recruitment experience includes the sourcing and selection of CEO's, Directors, General Managers, Financial Controllers, Marketing, Sales and Human Resource Experts, consulting in the areas of succession planning, performance and development review programs, cultural benchmarking and all aspects of human resource management.

Adam has also been the Chairman of a state and national "not-for-profit" philanthropic board and has been a Director of a national grant making medical research organisation. He is currently a Board Member of Carer Support South Australia – an NDIS registered carer focused organisation who support in excess of 6,000 individuals.

Proposed Fee

AME Recruitment's proposed fee for supporting the City of Norwood, Payneham & St Peters, CEO Performance is **\$250 per hour + GST**. The total **fee will be capped at 25 hours (\$6,250 + GST)** i.e. any work in excess of 25 hours will not be charged.

The total fee covers attendance at all meetings, all tasks and reports outlined above and any additional support that may be required as part of the Performance Review Process.

The City of Norwood, Payneham & St Peters will be billed at the end of each month for the work undertaken in that calendar month.

Value Delivered

The CEO's Annual Performance Review ensures Council meets its legal and operational obligations to objectively review the CEO's performance in line with the terms of the CEO's Contract of Employment.

The Annual Performance Review also provides the Elected Body of The City of Norwood Payneham & St Peters with a means to formally review the performance of the CEO, establish KPIs and a Performance Plan for the coming 12 months and set in place an agreed method for measuring the achievement of these goals.

In addition to this, a number of KPIs established for the CEO are logically cascaded down to Councils' Senior Managers and Managers and hence ensure congruence between the objectives of Council expressed through the CEOs KPIs and the priorities and areas of focus for all Council Staff responsible for the development and leadership of people.

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

References

The following referees can speak about their experience with AME Recruitment in regards to CEO Performance and Remuneration Reviews:

- **Mayor Erika Vickery** (0427 621 133) – Mayor of Naracoorte Lucindale Council & President of Limestone Coast Local Government Association & **CEO Dom Testoni** (0438 503 242) (CEO Limestone Coast Local Government Association) (AME Recruitment has undertaken Performance and Remuneration Reviews for both organisations over multiple years & AME Recruitment has recruited for both of these roles multiple times over the past 10 years);
- **Mayor Anne Monceaux** (0455 336 599) – Mayor of the City of Burnside – previously Chair CEO Performance & Remuneration Review Committee (5 years) for Eastern Health Authority & **CEO Mick Livori** (0400 102 077) (AME Recruitment has undertaken Performance and Remuneration Reviews for EHA for the past 5 years and is currently undertaking the 2019 program);
- **Mayor Rodney Reid** (0438 280 589) – Mayor of Wakefield Regional Council. AME Recruitment undertook the 2018 Performance Review of Wakefield Regional Council.
- **Councillor Jodi Elliott** (0419 168 250) – Chair of CEO Performance Review & Chair Organisational Cultural Review at the District Council of Grant – AME Recruitment completed both of these reviews in 2019.
- **CEO Mr Andrew McDonald** (0408 809 712) & **Mayor Kay Rasheed** (0429 095 081) – Kingston District Council – Annual Performance Review since 2017;

Please advise if you require any additional information in regard to this quotation.

We look forward to hearing from you in due course.

Yours sincerely,
AME Recruitment Pty Ltd



Adam Kennedy
Managing Director
Phone: (08) 8228 3800
Mobile: 0412 615 458
Email: a.kennedy@amerecruitment.com.au

Appendix 1

AME Recruitment's Executive Recruitment Experience

AME has extensive experience and understanding of Executive search and recruitment in State and Local Government, Not for Profit and Corporate Clients. The diversity of this list demonstrates AME Recruitments' ability to apply the professional recruitment model for which it is known to a wide variety of clients.

Board Chairs & Board Members Recruitment

- Chair – Southern Regional Waste Resource Authority;
- Chair – Electricity Industry Superannuation Scheme;
- Independent Presiding Member of the Development Assessment Panel – City of Onkaparinga;
- Board Member – Prominent Legal Firm**;
- Board Member – Power State Credit Union;
- Board Review and Evaluation including Salary Benchmarking – Private Company involved in the textile business**;
- Board Review, evaluation and Salary Benchmarking exercise – Significant Not For Profit**;
- Board Review, evaluation and Salary Benchmarking exercise – Major Sporting Body**;
- Assistance to a recently listed ASX Company to establish the Remuneration Committee**.

**Due to client confidentiality, the names of some organisations have been withheld.

Executive Recruitment Assignments

- Chief Executive Officer – Adelaide Benevolent Society (2013 & 2017)
- Chief Executive Officer – Adelaide Showgrounds Farmers Market
- Chief Executive Officer – Adelaide to Outback GP Training Program
- Chief Executive Officer – Anindilyakwa Land Council
- Chief Executive Officer – Bible Society
- Chief Executive Officer – Cancer Council
- Chief Executive Officer – CARA
- Chief Executive Officer – Family Business Australia
- Chief Executive Officer – Justice Portfolio
- Chief Executive Officer – Motor Neurone Disease Association
- Chief Executive Officer – Paraplegic & Quadriplegic Assoc. of SA
- Chief Executive Officer – Riverland GP Service
- Chief Executive Officer – SA Country Carers
- Chief Executive Officer – Southern Regional Waste Authority
- Chief Executive Officer – Squash SA
- Chief Executive Officer – Surf Life Saving SA
- Chief Financial Officer – Anglicare SA
- Chief Financial Officer – Baptist Care
- Chief Financial Officer – Cancer Council

- Chief Financial Officer – EPA
- Chief Financial Officer – kwp!
- Chief Financial Officer – Philmac
- Chief Financial Officer – Priority Engineering Services
- Chief Financial Officer – Resource Intellect International
- Chief Financial Officer – Statewide Super
- Chief Financial Officer – Uranium Equities
- Chief Financial Officer – Accolade Wines Australia Limited
- Chief Fire Officer/CEO – Metropolitan Fire Services
- Chief Information Officer – Return to Work SA
- Partner – Picture Partners
- Group Red Wine Maker – Accolade Wines Australia Limited
- Group White Wine Maker – Accolade Wines Australia Limited
- Human Resources Director – Accolade Wines Australia Limited
- Chief Operating Officer – Jim Barry Wines
- Company Secretary – Hills Holdings
- Executive Director – Schools Ministry Group
- Executive Director – Talking Matters
- Director – State Library
- Director Education & Operations – Sturt Fleurieu GP Training
- Director Financial Services – Return to Work SA
- Director Maritime – Defence SA
- Director Operations – Super SA
- Associate Directors – State Library (2)
- Account Director (4) – kwp!
- Executive General Manager People & Culture – Anglicare SA
- General Manager – ARTS SA
- General Manager – Ausco Building Systems
- General Manager – Codan Limited
- General Manager – Ennio International
- General Manager – Flinders One
- General Manager – GEBIE (Groote Eylandt & Bickerton Island Enterprises)
- General Manager – Group Logistics
- General Manager – Southern Cross Austereo
- General Manager Community Services & Housing – Anglicare SA
- General Manager Community Services & Housing – Anglicare SA
- General Manager Corporate Accounting – ARTC
- General Manager Finance – Port Adelaide Football Club
- General Manager Finance & Administration – Cochrane's Transport

- General Manager HR – Anglicare NT
- General Manager People & Culture – Anglicare SA
- General Manager Sales – Sealink
- Head of Finance – Trility Australia
- Executive Manager Corporate – Anglicare NT
- Executive Manager Counselling – Anglicare NT
- Executive Manager Homelessness – Anglicare NT
- Group HR Manager – Alinta Energy
- Group Manager Accounting & Finance – Alinta Energy
- Group Manager, IT – Alinta Energy
- Senior Manager – Anglicare SA
- Senior Manager MMA – KPMG
- Senior Manager Services – Anglicare NT
- Senior Treasury & Funding Manager – Credit Unions SA
- Financial Controller – Barossa Valley Estate Wines
- Financial Controller – Discovery Parts
- Financial Controller – Ennio International
- Financial Controller – Lend Lease
- Financial Controller – Winemakers Federation of Australia
- Financial Controller (2) – Lucas Earth Movers
- Financial Controller (5) – Southern Cross Austereo
- State Finance Manager – Life Without Barriers
- Manager, Board Services & Risk – Statewide Super
- Manager, Business & Systems – Construction Industry Training Board
- Manager, Emergency Management – SA Water
- Manager, Financial Services – Super SA
- Manager, Member Services – Super SA
- Operations Manager – Electricity Industry Super Scheme
- Operations Manager Youth – Anglicare NT
- Operations Ready Manager – ARTC
- Project Controls Manager – ARTC
- Regional Manager (3) – South Australian Tourism Commission
- Regional Operations Manager – Anglicare NT
- Campaign Services Manager – South Australian Tourism Commission
- Corporate Services Manager – Australian Nursing & Midwifery Association

AME Recruitment's Executive Local Government Recruitment Experience

Below is a selection of Local Government recruitment assignments AME Recruitment has undertaken:

- Chief Executive Officer, City of Charles Sturt
- Chief Executive Officer, City of Prospect
- Chief Executive Officer, City of Burnside
- Chief Executive Officer, Naracoorte Lucindale Council (2013 & 2018)
- Chief Executive Officer, District Council of Yankalilla (2013 & 2017)
- Executive Officer, South East Local Government Association (2014 & 2016 & 2019)
- Executive Officer, Southern Regional Waste Resource Authority
- Executive Director, Local Government Professionals
- Director Infrastructure & Assets, City of Prospect
- Director Business & Economic Development, City of Prospect
- Director, Corporate Services, Port Pirie Regional Council
- Director Community Planning and Communications, City of Prospect
- Director Community & Planning, City of Prospect
- Director Corporate Services, City of Prospect
- Director Corporate & City Services, City of Onkaparinga
- General Manager, Infrastructure & Planning Services, Whyalla City Council
- General Manager, Corporate & Community Services, Whyalla City Council
- General Manager City Services, City of Charles Sturt (twice)
- General Manager, Corporate Services, City of Unley
- General Manager, Assets and Corporate, City of Unley
- General Manager, City Services, City of Mount Gambier
- General Manager, Community Wellbeing, City of Mount Gambier
- General Manager, Business Services, City Mount Gambier
- General Manager, City Infrastructure, City Mount Gambier
- Group Manager, Governance, City of Onkaparinga
- Group Manager, Infrastructure and Engineering, Town of Gawler
- Group Manager, Corporate Services, Town of Walkerville
- Group Manager, Customer Experience, Town of Walkerville
- Finance Manager, District Council of Yankalilla
- Continuous Improvement Manager, City of Tea Tree Gully
- Manager, Communication & Customer Relations, City of Salisbury
- Manager, Growth Management, City of Onkaparinga
- Manager, Engineering & Construction, City of Charles Sturt
- Manager, Information Services, City of Charles Sturt
- Manager, Information Services, City of Tea Tree Gully
- Project Manager, Information Systems, City of Tea Tree Gully

- Manager, Urban Projects, City of Charles Sturt
- Manager, Infrastructure, City of Prospect
- Manager, Sustainable Landscapes & Assets, City of Unley
- Manager, Community Development, City of Prospect
- Manager, Thomas Street, City of Prospect
- Manager, People & Culture, Burnside City Council
- Manager, Information Systems, Campbelltown City Council
- Manager, Community, Campbelltown City Council
- Manager, Community Assets, City of Prospect
- Manager, Development, Campbelltown City Council
- Manager, Finance, City of Prospect
- Manager, Corporate Communications, City of Prospect
- Manager, Development & Compliance, City of Unley
- Manager, Community Development, City of Unley
- Manager, Human Resources, City of Mount Gambier
- Manager, Budget & Management Accountant, City of Salisbury
- Manager, Human Resources, Customer Service & Records City of Unley
- Manager, Finance & Customer Service, City of Mount Gambier
- Manager, Infrastructure and Engineering, Town of Gawler
- Manager, Human Resources, City of Mount Gambier
- Library Manager, City of Mount Gambier
- HR Advisor, City of Unley
- Infrastructure Manager, City of Prospect
- Team Leader, Infrastructure Maintenance Services, City of Prospect
- Team Leader, Regulatory Compliance, City of Unley
- Senior Procurement Advisor, City of Charles Sturt
- Community Engagement Officer, Campbelltown City Council
- Business Manager Asset Services, City of Salisbury
- Community Services Manager, City of Unley
- Communications Professional, City of Prospect
- Corporate Systems Project Officer, City of Holdfast Bay
- OHSW & Risk Management Coordinator, City of Prospect
- Asset Planner, City of Onkaparinga
- Accountant, Campbelltown City Council

6 September 2019

Ms Lisa Mara
General Manager, Governance & Community Affairs
City of Norwood Payneham & St Peters
175 The Parade, Norwood SA 5067

Via Email lmara@npsp.sa.gov.au

Dear Lisa,

RE: Independent Human Resource Specialist to the CEO Performance Review Committee

Following from your letter of 2 September please find below our proposal to assist the Committee with the CEO Performance Review.

THE CONSULTANT

Allison Ashby, BA (Hons), FAICD, will be the Consultant on this assignment.

Allison has over 30 years of experience in Executive Recruitment and HR Consulting. Her recruitment experience is broad and she is well respected for her experience with Board Director Recruitment, CEO and General Management roles as well as being recognised as having significant expertise in the Not for Profit Sector, Local Government, Accounting and Finance, and HR.

Likewise, she is acknowledged for her experience and expertise in the HR consulting area undertaking 360 degree performance reviews, CEO Performance Reviews, Coaching, Salary Benchmarking, Climate Surveys and Organisational Reviews.

Her personal commitment to each assignment is a contributing factor to the longstanding business partnerships she has forged.

Allison's commitment to the community has been evidenced by her Board appointments in the Not for Profit Sector, Health Sector and Government Statutory Authorities.

PERFORMANCE REVIEW EXPERIENCE – LOCAL GOVERNMENT

City of Charles Sturt

Allison was appointed as the Independent Consultant to the Committee in March 2018. Due to caretaker provisions the review had to be completed to ensure the report was presented to the Council meeting on 13 August 2018.

The Mayor had been disappointed with the previous year's process due to the lack of participation of the Elected Members. Allison Ashby attended 2 Council meetings to meet with Elected Members and encourage participation. Also, Ashby Magro Consulting enabled

Elected Members to complete the performance review online, as a hard copy, as a Word document or verbally over the phone.

51 surveys were despatched and the overall participation rate was 94.1%. The Elected Member participation rate was 82.35%, Staff 100% and Externals 100%.

During the review process Ashby Magro Consulting was asked to undertake a salary benchmarking exercise which was not initially within the brief.

The Performance Review and salary benchmarking reports were presented to Council at their meeting of 13 August 2019. Allison Ashby attended that Council meeting to address the Elected Members and answer queries on the reports.

Allison Ashby was again appointed to assist with the conduct of the 2019 CEO Performance Review. As many of the Elected Members were new Allison again attended a Council meeting to explain the process and encourage the participation of the Elected members.

Participants were given the options of completing the survey online using Survey Monkey, hard copy, word document or via phone. 5 Elected members chose not to use survey monkey. Only one Elected member chose not to participate, there was 100% response from staff and one external participant did not complete the survey. The overall participation rate was 95.83%, another increase on the previous year.

City of Prospect

Allison Ashby was the Independent Consultant to the CEO Performance Review Committee from 2006 to 2018 assisting the Committee with the Review of three CEOs: Ray Pincombe, Mark Goldstone and Cate Hart.

Allison worked closely with the Mayor, David O'Loughlin, the 3 CEOs and the Committee to develop comprehensive KPIs that have stood the test of time. These KPIs have also been cascaded down through the organisation forming the KPIs for General Managers and Managers.

The Committee met twice per year. The April meeting received a report to date on the progress of the achievement of the KPIs for the organisation and enabled the Committee to provide feedback should there be concerns regarding achievement of KPIs by June 30. KPIs for the following year were also set at this meeting.

At the October meeting the CEO presented the results for the full year including achievements versus KPIs and the audited financial results were available.

The results of the 360 degree survey were reported and a comparison of the results between the current year and previous years were also reported. A salary benchmarking report was also presented.

Allison was the secretary to the Committee drafting the minutes for the Mayor's approval.

Allison also assisted Mark Goldstone with the Performance Review of his General Managers on an annual basis from 2008 to 2015. These performance reviews also included a salary benchmarking report.

Campbelltown City Council

Allison assisted the CEO Performance Management Panel for Campbelltown City Council from 2012 to 2017.

The Committee met in July/August each year to review the achievement of the CEO versus his KPIs and to determine the KPIs for the following year.

A 360 Survey was undertaken and the results were presented to the Committee with comparisons to previous years noted.

A salary benchmarking exercise was also undertaken and a recommendation made as to the appropriate salary increase to be recommended to Council.

In 2017 the Committee requested Mercer undertake a national salary benchmarking exercise on behalf of the Committee and Allison was asked to oversee that process on behalf of the Committee.

Allison Ashby took the notes at the meeting(s), prepared the report to Council and attended the Council meeting to speak to the report and answer any queries from the Elected Members.

During this period Mayor Brewer chose not to be a member of the Committee and Allison worked with 3 different Chairs of the Committee.

A remuneration benchmarking report for General Managers was also undertaken in April 2016 by Ashby Magro Consulting.

OTHER LOCAL GOVERNMENT EXPERIENCE

Local Government Association: Performance Review of the Executive Director, Wendy Campana, 5 years.

Local Government Association: Salary Benchmarking for the 68 Councils within South Australia, 2013, 2014 and 2015.

City of Unley: CEO and General Managers Performance and Remuneration Reviews, 4 years.

City of Mitcham: CEO Performance and Remuneration Reviews, 3 years.

City of Onkaparinga: CEO Performance and Remuneration Reviews, 3 years.

City of Tea Tree Gully: CEO Performance and Remuneration Reviews, 3 years.

Wakefield Regional Council: CEO Performance and Remuneration Reviews, 2 years.

NOT FOR PROFIT SECTOR EXPERIENCE

Blackfriars Priory School

Ashby Magro Consulting has undertaken the 360 Performance review for 2 Principals of Blackfriars Priory School from 2015 to date. The initial review questionnaire was based on the position description for the Principal with input from the Board and also the Chaplain to the School.

A complete review of the process was undertaken with the appointment of the current Principal with 3 reviews having now been completed under this new system.

The survey is comprehensive involving both internal and external stakeholders located in South Australia and New South Wales.

St Andrew's School, Walkerville

Allison Ashby was appointed in 2017 to work with the Remuneration Committee to develop KPIs that aligned with the new strategic plan for the both the Principal and the Business Manager. A 360 Performance review was then developed for both executives.

2 reviews have been completed for the Principal and one for the Business Manager.

Greyhound Racing SA

Ashby Magro Consulting undertook the 360 Performance Review for the entire 7 member Senior Management Team of Greyhound Racing SA which entailed a survey of over 90 respondents.

Released

PROPOSED ACTIVITY

Activity	Estimated hours
Meeting with the Committee to review of the previous Performance Review process and determine a methodology for this review and assessment.	2 hours
If the methodology chosen is to be a survey, we will develop a Performance Review Survey for approval by the Committee and present this to the Committee for their approval.	3 hours
Attendance at a Council meeting to explain the process to the Elected Members	1 hour
Despatch of survey. The survey may be able to be completed online, as a hard copy, as a word document or one-on-one. 22 surveys	2 hours
One-on-one interviews - estimated 4	2 hours
Collation of results – estimated 20 surveys	3 hours
Salary benchmarking report (if undertaken)	2 hours
Preparation of draft report for review by the Mayor, Committee and CEO. Preparation of the final Committee report including consultation with the CEO. Assistance with the preparation of the report to Council Attendance at Council meeting	6 hours
Estimated Hours * You will only be invoiced for actual hours worked	21
Estimated total cost (at \$250 per hour + GST)	\$5,250

You will only be charged for the actual hours worked.
 Work will be invoiced in the month in which the work is completed.
 Payment terms are 14 days.

REFEREES

Mayor David O'Loughlin, City of Prospect, 0408 598 863 or
david.oloughlin@prospect.sa.gov.au

Note: David O'Loughlin is also the Chair of Blackfriars Priory School


Mayor Angela Evans, City of Charles Sturt, 0416 637 022 or
angelaevans@charlessturt.sa.gov.au

Paul Di Iulio CEO, Campbelltown City Council, 0418 856 085 or
pdiulio@campbelltown.sa.gov.au

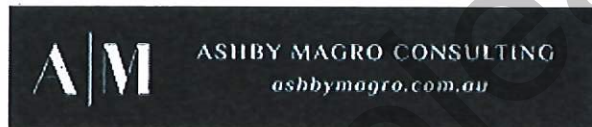
Note: Mayor Bryant was not a member of the Performance Review Committee and the
Chairs with whom I worked are no longer members of Council.

Thank you for the opportunity to present our proposal. We would welcome the opportunity
to work with the Mayor, the Committee and CEO on this important assignment and look
forward to hearing from you in due course.

Yours sincerely,



Allison Ashby
Director



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Email: waynec@corpor8solutions.com
Web: www.corpor8solutions.com

15th September 2019

PRIVATE & CONFIDENTIAL

Ms. Lisa Mara
General Manager,
Governance & Community Affairs
Email: LMara@npsa.gov.au

RE : Performance Review – Chief Executive Officer

Dear Lisa

Thank you for the opportunity to submit a proposal to fulfil the role of the Independent Person to assist Council's Performance Review Committee to undertake the Performance Review of the Chief Executive Officer. I would be delighted to work with you and the Review Committee and if this submission is successful, I can confirm that I will conduct all aspects of this review.

Consultancy Profile

Coonan-Hird Corpor8solutions was established in 2001. The new company evolved from the Australian Centre for Quality Management and Organisational Research which I had previously established and developed into a successful national consultancy with a strong Local Government and Private Sector client base.

In terms of relevant experience, I have facilitated numerous performance and leadership appraisal reviews for CEO's and Senior Managers and Boards (including 360 degree reviews) for Local Government and non-government organisations. In conjunction with Don Venn (Dean Newbery) we assisted the successful amalgamation that resulted creation of the current City of Norwood, Payneham and St Peters. As a result of having maintained regular involvement with Council through a diverse range of strategic projects and reviews, including performance reviews, I feel very well placed to conduct the proposed review in the context of my understanding of the background and culture of the Council.

I believe that the process of performance reviews provides invaluable opportunities for the professional development of all parties involved and if done well it should result in a more cohesive management and enhanced organisational outcomes. Consequently, the report of the review should provide the incumbent and Elected Members with relevant, meaningful and valuable feedback to assist their respective professional development. The Report should aim to provide independent and objective advice to the incumbent, the Performance Development Committee and Council.

My company was established to focus on research based organisational solutions. As a result of this focus, I have helped pioneer many of the approaches to performance reviews and performance development now widely adopted in contemporary practice. I have a comprehensive understanding of the key performance indicators that underpin quality management outcomes; including the importance of a team approach between Elected Members or Boards and CEO's. I also understand the critical importance of ensuring that the criteria selected for the performance review accurately reflect the conditions within the incumbent's Contract of Employment and any agreed outcomes arising from prior reviews. I believe that the procedural aspects of the review and the manner in which the outcomes are handled, should reflect the importance of the principles of natural justice and related legal requirements should play an important role in the process. The review process should ensure that the rights of the incumbent are fully recognised and that the process is able to withstand any subsequent legal challenge, should one arise. The process should also be consistent with other similar appraisals across the Local Government sector.

My company Corpor8solutions specialises in issues related to organisational effectiveness including performance appraisals and has a major client base within Local Government. I have conducted a range of organisational reviews for Councils including Port Adelaide Enfield, Onkaparinga, Mitcham, Unley, Whyalla, Norwood Payneham and St Peters, Adelaide Hills, Wattle Range Council, Roxby Downs, SWARA, East Waste, Victorian Regional Libraries, Eastern Regional Health Authority and most recently Mt Barker District Council. This involvement has included performance appraisals and remuneration reviews of CEO's, including Senior Managers/Directors of various operational divisions and entities of Councils. These reviews have also been conducted for many non-Local Government sector clients. They include, Torresan Estate, Phil Hoffmann Travel, Department of Premier and Cabinet (Tasmania), Grange Golf Club, St Patrick's Technical College, SACE, Port Adelaide Football Club and The Cruising Yacht Club of South Australia,

My consulting history is well known to most managers and Elected Members at the Norwood, Payneham and St Peters Council. All the assignments mentioned above involved research, followed by the development of targeted organisational solutions. Those specifically focused on performance appraisals were based on feedback from managers, peers and staff (direct reports and other subordinate roles). Roles with a critical external interface normally incorporated feedback from relevant key external stakeholders. Many of the assignments listed above also included remuneration reviews. Numerous other Local Government projects have been undertaken by Corpor8solutions which have not been included in this proposal.

The clear majority of my engagements involve some form of formal and informal review and feedback to clients related to the performance of the organisation or related business units. By structuring the survey questions and the data analysis the feedback can be tailored to provide meaningful feedback about perceptions of performance at both an individual and organisational levels and across a diverse range of management positions.

This process also enables the identification of any major differences in the perceptions between different cohorts e.g. Elected Members and direct report staff. This not only enables a more accurate interpretation of the subsequent ratings of each group but potentially assists the CEO to develop a more appropriate and tailored response.

An example to illustrate the value of this approach is when there is a difference in the rating of the CEO's performance in a particular area between a sample of Elected Members and another sample of staff who report directly to the CEO. In this example, the former group have recorded a significantly less positive rating of the CEO's performance than the latter. In situations where the responses of the respective cohorts are not differentiated, the aggregate result would lower the rating and perhaps unfairly reflect on the quality of the

CEO's performance. However, if the data sets for each cohort can be analysed, it becomes possible to investigate a number of causal factors that may have influenced the discrepancy in perception and the resultant ratings. Based on experience these variations can often be explained in terms of one group having greater exposure to the area being rated and therefore superior knowledge of the outcomes and quality of the CEO's performance. In this example, some aspects of the role were better known by staff than Elected Members. Knowing that helps better interpretation of the results. This scenario also provides an example where the suggested audit component could help clarify the situation. If the audit supports the CEO's management of the issue, that evidence can help the Review Committee balance the commentary in the final report and in doing so increase awareness about the CEO's effectiveness. The results of the audit can also be used to determine the elements for inclusion in the CEO's professional development program. One response to the scenario above might be to increase the amount of communication to Elected members about the incumbent's various roles.

The previous example demonstrates the importance of planning the surveys to enable the two cohorts to be independently analysed and compared. It also highlights the importance of including some objective, evidence-based, measures of performance such as the proposed audit as a counterbalance to the potential problems that a total reliance on subjective perceptions could create.

The Brief

The brief provided by Council is clear about the requirements for the performance review, namely:

- an independent qualified consultant to fulfil the role of the independent person who as a member of the Committee will assist the Performance Review Committee in undertaking the review of the CEO's performance.
- that the consultant fully understands and accepts the Terms of Reference and the Protocols which have been adopted in Council in respect to the conduct of the review
- to conduct a survey of all Elected Members and direct report staff (approximately 22 people)
- to conduct one-on-one interviews with Elected Members and direct report staff (if requested)
- to provide the Committee with a report on the outcomes of the survey and inter views and assist the Committee with and prepare the final report for the Committee together with any recommendations for future performance and professional development targets.

Council invited those making submissions to detail how they would undertake the task. Whilst I understand and agree with the requested performance review methodology, I subsequently offer the following additional suggestions for consideration by the Performance Review Committee.

Given Mr. Barone's length of incumbency I suggest that it would be prudent to review past processes and identify those areas where improvements could be introduced. As an example, the Committee could consider whether there are some areas where there is already strong consensus regarding Mr. Barone's competence. These areas could be acknowledged, noted and the number of items subsequently reduced within the survey and interview components to improve the efficiency of the process. This also allows for additional items in Section F of the survey. Sections A to E measure a range of key competencies that reflect the CEO's executive management capabilities for issues delivered through the General Managers and subsequent levels of internal management. Section F covers performance items specifically selected for the CEO's direct action for the current period of this review. This approach creates

a more efficient and effective survey/interview procedure. One with a more strategic focus with possibly less questions but eliciting more specific and meaningful feedback for Mr. Barone's professional development.

It is strongly recommended that the review process should retain an independent audit of the key outcomes established by the Performance Review Committee for the CEO arising from the previous review (Section F). This process adopts a protocol based upon be an ISO Quality Audit process and was used in the previous review. It is also recommended that it be retained to ensure the review process meets its required obligations in terms of procedural fairness. In my experience the inclusion of this process helps to ensure the relevance and validity of the specified Key Performance Indicators, strategic performance objectives and any other professional behaviours and competencies the Review Committee wishes to assess.

Most significantly, this audit process provides the Review Committee and the CEO with an essential mechanism to counterbalance subjective comments from respondents to the questionnaire and also to issues raised during the subsequent interviews. In particular, to comments or responses to questions from respondents based on their sincerely held perceptions that were developed without a full understanding of the facts. The absence of this audit option leaves the evaluation of the CEO's performance in this critical area, open to unchallenged and potentially ill-informed opinion. Under the suggested protocol, respondents retain an entitlement to their opinions. However, as the audit results are based upon evidence which must be capable of third party substantiation and review by the Committee, the process provides a higher level of proof of actual performance. The scope of the audited material also provides an opportunity to increase the general awareness about the diversity of the CEO's role and the quality of the management of these aspects of that role.

The suggested Performance Review Process Methodology

- meet with the Performance Review Committee to establish and agree on the final details of review process, providing relevant advice on it and consider suggestions for any additional approaches or any process improvements where possible.
- provide the Performance Review Committee with advice and seek opinions on the proposed survey, interview questions, the audit and the proposed methods to be used to elicit feedback from the selected participants and provide the most useful information to assist Mr. Barone's self-assessment purposes.
- meet with Mr. Barone to discuss outcomes of the meetings referred to above and their suitability to the proposed review, his Contract of Employment and the key accountabilities arising from it, his associated job specifications and also those issues and actions that were subsequently identified during the most recent review.
- establish with Mr. Barone and Performance Review Committee a list of agreed key accountabilities or outcomes that he has been tasked to achieve following his previous Performance Review (Section F).
- subsequently assist Mr. Barone to identify an appropriate list of suitable information to serve as evidence to demonstrate his level of performance/compliance in managing the key actions etc. arising from the previous review. These details to be included in the proposed audit
- if required, assist in drafting a communication from the Performance Review Committee to the respective respondents introducing the process and inviting them to participate.
- develop/modify and distribute a survey to the participants which would include a

covering letter explaining the process and highlighting that the process ensures respondent confidentiality and anonymity, designed to encourage open, constructive and objective feedback regarding the incumbent's performance. The core sections of the survey would include:

- a section covering the Key Responsibility areas - KRAs and related Key Performance Indicators (from Contract of Employment and Position Description)
- a section covering leadership behaviours and competencies
- a section covering any additional project based priorities
- receive responses (online or by secure email or post), monitor response rates and issue reminders and provide further clarity on any aspects of the survey as required, After the surveys have been completed and returned, organise direct interviews with the nominated respondents.
- conduct the one on one interviews with the selected respondents (on request) and prepare a report for the Performance Review Committee to consider and for inclusion in the final report of the review.
- Conduct the audit with the CEO and prepare the report on the audit for the Performance Review Committee
- Review and analyse the data ensuring that the final feedback of the findings maintains the confidentiality promised to the respondents and that it is in the context of the KPI's, job specifications and other leadership behaviours and competencies being assessed;
- prepare a detailed draft appraisal report containing the findings and recommendations of the review and present it to the Review Committee.
- make any required modifications to the draft report and forward the final report to the Review Committee as required;
- schedule a debrief feedback session with the incumbent to discuss the performance appraisal report, findings and other performance related feedback;
- provide an opportunity for the CEO to meet with Performance Review Committee to discuss the review and process any refinements to the actions and KPI's that have been proposed for the next twelve months or review date.

The above methodology can be tailored to support the Performance Review Committee's views regarding process and timing.

Summary of the Assessment Tool Methodology

Approximately 22 respondents will be invited to provide feedback regarding the CEO's performance using the following assessment tools:

- a survey covering:
 - the Key Responsibility areas - KRAs and related Key Performance Indicators (from Contract of Employment and Position Description)
 - leadership behaviours and competencies
 - any additional actions and project-based priorities (key outcomes from the previous review)
- one on one interviews (on request)

The CEO will be requested to complete an audit process covering the key outcomes arising from the previous performance review

- an audit of CEO's key outcomes arising from the last review

Survey Questions

The questions in each section are rated using an agreed rating scale and each section of questions in the survey would be followed by an area for open comments to be added related to the previous questions. This allows for respondents to expand beyond simply rating the questions.

At the end the survey we recommend a final open ended section to allow respondents to comment on any areas they feel might not have been covered within the survey questions. This provides a method of capturing more diverse and detailed responses and minimizes concerns respondents may have that the surveys are biased i.e. designed to get a certain result.

Proposed Rating Scale

A condensed five to six-point rating scale is recommended. This aligns with universally accepted and understood performance rating systems and is closely aligned to performance scales used for many other commonly used performance appraisals.

The scale options will include a range of categories to allow for respondents who are unable to assess a question these options can include an 'Unable to Assess' (U) rating or a 'Don't Know' (DK) rating and a 'Not Applicable' (N/A) rating to be used when respondents genuinely feel they are unable to make an accurate assessment on any particular questions. It is made clear to respondents in the covering instructions to the survey, that it is highly probable that there will be a number of questions where they will not have enough information to be able to provide a rating and that the most appropriate response will be one of the alternatives provided. In the analysis of the data, any „U" ratings are removed before averages are calculated.

The previous Reports provide examples of the surveys and the way data is presented in a typical survey report.

Timing – Schedule of Key Milestones

Should my EOI be accepted, I would be able to commence and complete the assignment within the timelines indicated in your brief. The following is a suggested timeline. It may be subject to change once process and tasks to be included are agreed with the Performance Review Committee:

Week 1

- Performance Review Committee meeting to define requirements and timeframe for the review.
- survey questions, distribution lists, supporting documents and communications prepared for discussion, possible modification and approval by Performance Review Committee (and the incumbent). Includes discussion regarding suitable schedule for the one on one interviews.

Week 2

- distribution of surveys to respondents by email (allowing 2 weeks to complete and includes online options)
- respondents complete and return all hard copy responses to Corpor8solutions by confidential email/sealed envelope via courier.
- invitations sent to respondents to elect times for the one on one interviews (bookings arranged through Council).

Week 3

- reminders issued to those whose survey responses have not been received
- last hard copy responses to be returned to Corpor8solutions by confidential email/sealed envelope via courier.
- confirm schedule for those respondents who have selected times for one on one interviews
- reminders issued to those whose responses for one on one interviews have not been received
- confirm audit progress with CEO and arrange meeting

Week 4

- complete one on one interviews
- complete collection of audit data
- commence data compilation and analysis
- write draft performance appraisal report
- provide draft report to Performance Review Committee

Week 5

- meet with Performance Review Committee and discuss draft report, note any suggested changes

Week 6

- final report approved by Performance Review Committee
- schedule debrief feedback meeting with CEO to discuss performance appraisal results and provide feedback
- meeting with CEO and Performance Review Committee if required
- assist Performance Review Committee with final report and recommendations to Council

This is an indicative timeframe only. I would be happy to adjust based on your requirements.

Professional fees (Inclusive GST)

The final fixed (Inclusive of GST) fee will remain the same as for the previous review namely: \$10,000 (Exclusive of GST) or \$11,000 (Inclusive of GST).

The fee would be invoiced following the project's completion and subject to the satisfaction of the Performance Review Committee.

I appreciate the opportunity to submit this proposal to Council and value the professional relationship with Council.

Declaration

As a consultant with an extensive experience in the area of performance reviews and a long association with Local Government and with this Council, I am familiar with and accept the Terms of Reference and Protocols that were adopted in Council in respect to the conduct of the review and attached to your letter. I also confirm that I will personally fulfil the responsibilities encompassed in the role as the Independent Person. I would be happy to answer any additional queries and can be contacted on 8298 9984; mobile 0413 115 899; email waynec@corpor8solutions.com

Yours sincerely,

Dr Wayne Coonan

Released

ATTACHMENTS

1. Consultant CV (Brief)
2. Sample of data reporting

CV DR WAYNE COONAN

Wayne Coonan draws on over 40 years of experience in research, development and management. Wayne started his career in education and within four years was faculty head in science and physical education at a large Adelaide secondary school before joining the Research & Planning Division of the Education Department of South Australia, his main focus being on curriculum research & development and organisational change.

His research led to the formation of the Health Development Foundation in 1978 of which he became CEO. In 1983 Health Development Australia (HDA) was established with Wayne as CEO of both organisations from 1983 to 1991. During this time his focus was on systems research & development, strategies to assist organisations manage and sustain change, risk & claims management techniques; rehabilitation related research (including delayed recovery syndrome) as well as general organisational research.

In 1992 HDA was privatised and became part of the Corporate Health Group of which Wayne became Executive Director (Research & Development) and a part owner. During this time, he continued research into Best Practice management strategies, including quality systems & quality management techniques. In November 1993 Wayne resigned from the Corporate Health Group to further these interests, co-founding the Australian Centre for Quality Management & Organisational Research (ACQMOR) of which he was Executive Director. He is also currently Director of Health Information Research & Development. In 2001 he established Corpor8solutions to focus and consolidate his interests in organisational development and web based corporate business strategies and solutions. Wayne has specialised interests in developing web enabled systems and strategies for a range of organisational problem areas such as Organisational Development, Performance Development Systems, Risk Management and WH&S.

Wayne has lectured at tertiary level both in Australia and overseas in Sweden (Karolinska Institute, Orebro University, Scandinavian International University); USA (Houston, Minnesota, Louisiana State University, Stanford University, the Centre for Disease Control - Atlanta); UK (Edinburgh, Loughborough Institute of Technology). He has been involved in senior management in both public & private enterprise and has worked as a consultant across a wide range of organisations.

Wayne has worked as an Honorary Research Scientist with CSIRO, has been on the Scientific Advisory Board of the Menzies Foundation, been an Expert Committee Member for the World Health Organisation, and Principal Investigator & Consultant to several national and State based research projects. He has worked extensively in the area of organisational research and development. He is author of several books, developed the concept and acted as technical consultant on two award winning educational films, contributed chapters to several internationally recognised Public Health texts and has had many articles published in international research journals.

Wayne completed his post graduate and undergraduate studies at Adelaide and Flinders Universities, gaining his doctorate at the latter. His work in Risk Management was recognised

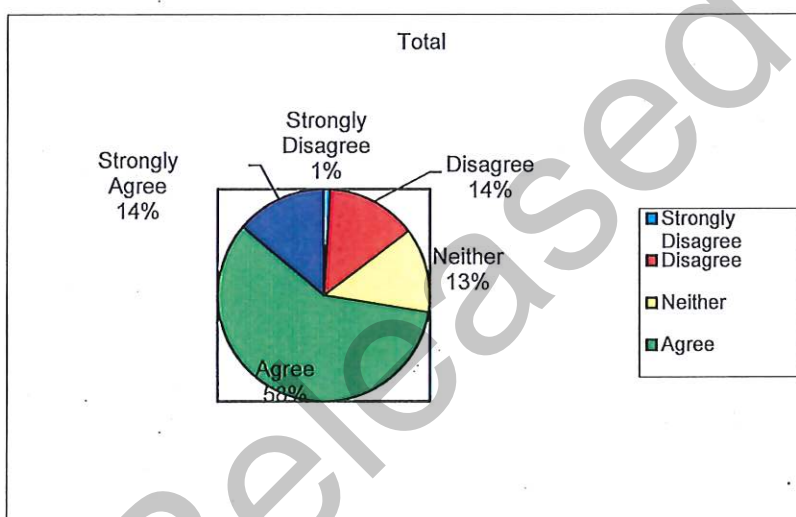
and in 1993 he was made a Fellow of the Australian Institute of Risk Management (FAIRM). He was previously awarded a Fellowship of the Australian Council for Health, Physical Education and Recreation (FACHPER). He was a member of the Market Research Society of Australia, is a Registered Assessor for quality systems, ISO9000, and an accredited Internet and E-Commerce Consultant.

Wayne is married, has a daughter and a son and five grandchildren. He is a keen and successful competitive sailor. A former 10-year Member of the Board of the Cruising Yacht Club of South Australia and remains a member of the Finance and Risk Audit Committee. Wayne is currently Independent Chair of the Board of Torresan Estate and also Independent Chair of the Board of the Riverland Winery, Growers Wine Group.

Sample of data reporting -Examples of Graphics:

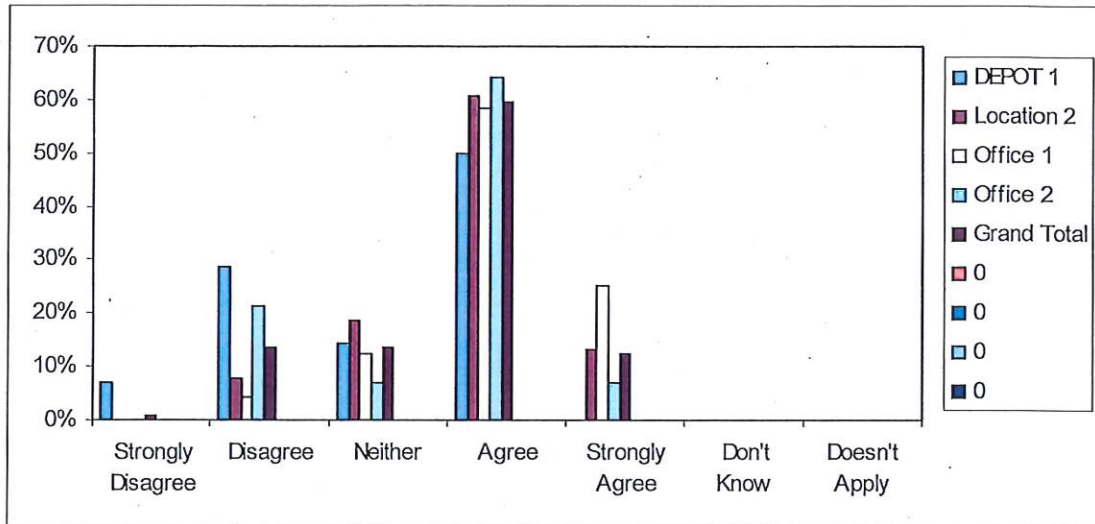
Question A 1. The CEO is doing a good job managing the financial affairs of Council.

Response from all respondents



This can be further analysed by Subgroups and presented in a variety of graphic styles e.g. bar, pie, 3D etc.

E.g. Response by Subgroups (could be Elected Members and Direct Report Staff)



Released

Released

**PROPOSAL TO SUPPORT THE
CITY OF NORWOOD PAYNEHAM &
ST PETERS WITH THE CEO
PERFORMANCE REVIEW**

**THE CITY OF NORWOOD
PAYNEHAM & ST PETERS**

SEPTEMBER 2019



**City of
Norwood
Payneham
& St Peters**

RICHARD ALTMAN CONSULTING
people, performance and productivity



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BACKGROUND

The City of Norwood Payneham & St Peters (NPSP) is an inner urban community of approximately 37,400 people. The City covers 21 suburbs and has many natural assets, including creeks, parks and reserves.

The City of Norwood Payneham & St Peters provides a wide range of services which enhance the quality of life for residents and build a strong sense of community. These include major projects across a range of areas, a community bus service, community care services for older citizens and adults with disabilities, a youth program, and an innovative library service.

The Chief Executive Officer (CEO) is required to undergo a formalised Performance Review process annually. Prior to undertaking the review process, Council will establish a Performance Review Committee comprising of the Mayor, three Councillors and an Independent Human Resource Specialist. The Independent Consultant will assist the Committee in undertaking the review and prepare a final report on the process for the consideration of Council.

It is against this background that we provide the following proposal.

CAPABILITY

Richard Altman in his role as Partner at Morton Philips (from 2008 to 2013) and since establishing Richard Altman Consulting in May 2013, has successfully worked with numerous organisations across government, private and not-for-profit sectors, undertaking organisation reviews, executive capability assessment, performance reviews, and remuneration reviews.

Richard Altman brings over 35 years of senior HR experience. During his time in a range of national and international HR roles, he has been required to establish and undertake performance reviews. In the last ten years he has been undertaking similar work across a range of sectors through his role in consulting, including in Local Government.

Richard Altman has personally undertaken the work outlined below. His background is included in Appendix 1. In local government, Richard Altman has been actively involved in the performance review process for CEO's, Directors, and senior management for ten years.

Specifically, our current experience includes:

The City of Adelaide: Richard conducted the performance review for the current CEO in 2016, 2017, 2018 and 2019. The CEO also engaged Richard Altman to conduct the 2017 and 2018 Director performance reviews, and the Director reviews for 2019 are about to commence.

We established a comprehensive process which included the following steps:



- Establish with the CEO and the CEO Performance Review Panel the qualitative factors to be used for the review. This included areas such as leadership, stakeholder engagement, business skills, political awareness and developing people.
- Develop a framework for conducting the performance review. This involved defining a range of performance factors and providing them to each reviewer. A questionnaire was also developed to support the review process.
- Conduct the review through individual meetings with each reviewer nominated by the CEO and the Panel. Reviewers included all Elected Members, direct reports to the CEO, and external stakeholders including other Local Government CEOs, Government CEOs, and other key business leaders.
- Conduct a self-assessment with the CEO to seek his input regarding performance and development.
- Providing a draft report for discussion with the CEO and the Panel. Presenting that report to the CEO and the Panel for discussion and review.
- Presenting the final report to Council for endorsement. The report also included identifying development goals.

Based on the feedback from the performance review, we conducted a remuneration review that included the following steps:

- Benchmarking the CEO remuneration with other capital city CEOs and local government CEOs.
- Benchmarking with CEOs outside the sector.
- Providing a performance-based remuneration increase table to enable the City of Adelaide to provide increases consistent with the CEO's performance but also consistent with market trends.
- Make a recommendation to the Panel.
- Present a report to Council for review and endorsement.

We used the same approach to undertake the recent Director performance reviews to align with the process and competency areas used for the CEO review.

City of Unley: Richard Altman conducted the 2017, 2018 and 2019 CEO performance reviews. The process involved the following steps:

- Meet with the CEO Performance Review Panel to establish the review process and format.
- Establish the capability areas to be used to seek qualitative feedback for the review.



- Identify the stakeholders to be included and provide details about the review.
- Conduct individual meetings with nominated reviewers including each Elected Member, senior staff and external stakeholders.
- Conduct briefings with the Panel during the process.
- Prepare a report for the Panel and discuss with the Committee and the CEO.
- Present the report to Council, including development goals for the CEO.

In addition to the performance review, we also conducted the annual remuneration review and followed the steps outlined above for the City of Adelaide remuneration review.

We also supported the Mayor and the CEO Performance Review Panel to establish the KPIs for the CEO for 2016/17, 2017/18, 2018/2019, and 2019/2020. This involved several meetings with the CEO and the Panel to draft a series of KPIs and performance measures. The KPIs included timing and outcomes against which performance would be measured. We also met with the CEO and the Panel during each review period for the CEO to update the Panel on his progress against the KPIs.

As part of the 2017 and 2019 reviews we also worked with the Panel, the CEO and Council to update and renew the CEO's Employment Agreement. The Agreement would have expired close to the 2018 general election, so we included a recommendation in our 2017 report to renew the Agreement. We reviewed the current Agreement with the CEO and presented a recommendation to the Panel for consideration. This included some changes to the terms and conditions of employment, and a new five-year term. The Panel adopted our recommendations and Council agreed to re-new the Agreement.

Town of Walkerville: Richard Altman has now conducted nine performance reviews for the CEO, with the most recent in 2019. The process includes the following steps:

- Meet with the CEO Performance Review Committee to establish the review process and format including setting the KPIs to be included in the review.
- Establish a questionnaire to be used to seek feedback for the review.
- Identify the stakeholders to be included and provide details about the review.
- Conduct individual meetings with nominated reviewers including each Elected Member, senior staff and external stakeholders. The review also included seeking feedback from a range of Managers and Supervisors to better understand how the CEO was seen as a leader.
- Conduct briefings with the Committee during the process.
- Prepare a report for the Committee and discuss with the Committee and the CEO.



- Present the report to Council, including establishing a development plan.
- Establishing the KPIs for the next review period and seeking endorsement from the Committee.

In addition to the performance review, we also conduct the annual remuneration review. This includes benchmarking with other relevant CEOs and the broader market.

Richard Altman has also conducted performance reviews for the Group Managers at Walkerville. This included:

- Developing a performance review format and process.
- Developing a competency-based questionnaire.
- Conducting the review including meetings with a number of stakeholders.
- Preparing a report for the Group Manager and CEO
- Providing feedback to the person being reviewed and establishing development goals
- Establishing a performance-based remuneration review table and recommendations based on the market and performance.

In our work with Walkerville we have also coordinated two Employment Agreement reviews for the CEO, the most recent in early 2018. The Agreement would have ended in January 2019 and we considered the timing of that process in relation to Council elections held in November 2018. We reviewed the Agreement and proposed a new term to the CEO Performance Review Committee, and that was subsequently agreed by Council.

We also conducted a full Terms of Reference Review for the Committee in 2017. As part of their governance requirements the Committee and Council are to regularly review the CEO Performance Review Committee Terms of Reference. We worked through the following steps:

- Conducted a meeting with the Committee and the CEO to seek feedback about the current Terms of Reference.
- Benchmarked the Walkerville Terms of Reference against that of other Councils to consider the content and scope of the Terms of Reference.
- Prepared a report for the Committee to recommend some changes to the meeting timings and format and a range of other changes.
- We updated our report to reflect the views of the Committee.
- We presented our report to Council and the updated Terms of Reference were agreed by Council.



City of Burnside: Richard Altman was appointed as the Executive Officer to the CEO Performance Review Committee. In this role he provides advice and guidance to the Committee on the setting of the CEO's KPIs and the process to be used for the annual performance review. He was also engaged to conduct a broader 360 based review for the CEO in 2018.

As part of our work with Burnside we also conducted a review of the Committee Terms of Reference. We used the following steps:

- Conducted a meeting with the Committee and the CEO to seek feedback about the current Terms of Reference.
- Benchmarked the Terms of Reference against that of other Councils to consider the content and scope of the Terms of Reference.
- Prepared a report for the Committee to recommend some changes to the meeting timings and format and a range of other changes.
- We updated our report to reflect the views of the Committee.
- The Mayor presented the updated Terms of Reference to Council for endorsement.

Adelaide Hills Council (AHC): We have also conducted three performance and remuneration reviews for AHC. We used the following steps in conducting the performance review:

- Meet with the CEO Performance Review Committee to establish the review process and format.
- Establish a questionnaire to be used to seek feedback for the review.
- Identified the stakeholders to be included and provided details about the review.
- Conducted the performance review using a questionnaire-based process. We set out the performance areas to be used and sought feedback against each of the capability areas in the CEO position description. AHC elected to conduct the process electronically so we sent the questionnaire via a survey link. We received feedback including free text feedback, and then prepared our report.
- Conducted briefings with the Committee during the process and provided updates.
- Prepared a final report for the Committee.
- Presented the report to a Council workshop, including establishing a development plan.

In addition to the performance review, we also conducted the annual remuneration review. This included benchmarking with other relevant CEOs and the broader market. We made a recommendation based on our findings from the performance review report to the Committee and



presented that to the Workshop. The Mayor then presented our final performance review and remuneration review report to Council.

District Council of Mount Remarkable: We coordinated the 2018 CEO performance and remuneration review for Mount Remarkable. The process included the following steps:

- Meet with the CEO to establish the review process and format including setting the capability areas to be included in the review.
- Establish a questionnaire to be used to seek feedback for the review.
- Identify the stakeholders to be included and provide details about the review.
- Conduct individual meetings with nominated reviewers including each Elected Member, senior staff and external stakeholders.
- Conduct briefings with the Council during the process.
- Prepare a report for Council and discuss with the CEO.
- Present the report to Council, including establishing a development plan.

In addition to the performance review, we also conducted the annual remuneration review. This included benchmarking with other relevant CEOs and the broader market. Our remuneration and performance review also included some discussions with the CEO about renewal of his Employment Agreement. We discussed this with each Councilor during the process and then made a recommendation for renewal to Council.

Department of State Development (DSD) – Roxby Downs Council: Richard Altman led the 2016 performance review process for the Administrator for Roxby Downs Council. In this case there had been no formal performance review undertaken for over nine years. The process included the following steps:

- Develop and recommend a review process through consultation with the Department and the Administrator. This involved developing a set of agreed capability or competency areas and supporting definitions.
- Develop an agreed list of participating reviewers with the Administrator and DSD.
- Brief the reviewers about the process and provide a summary of the areas against which the review would be required.
- Conduct a self-assessment with the Administrator.



- Conduct individual meetings with all reviewers, including local people from Roxby Downs, key stakeholders including BHP Billiton, and the Minister.
- Prepare a draft report for presentation to the Deputy CEO and the Roxby Downs Advisory Reference Group.
- Finalise the report and participate in presenting the feedback to the Administrator.

City of Prospect: Richard Altman Consulting has been appointed to undertake the annual performance, development and remuneration reviews for the CEO for four years. The first review was scheduled for 2019 but with the resignation of the CEO this was deferred. Prior to the resignation of the CEO we undertook the following to support the CEO Performance and Development Review Committee:

- Undertook a comprehensive review of the Committee's Terms of Reference. This included benchmarking the Terms of Reference with a range of other Councils, making a series of recommended changes, preparing an updated draft document and presenting the draft to the Committee. The Committee endorsed the changes and Council then approved the new Terms of Reference.
- Developed an updated performance and development review process. The focus of future reviews will be seeking feedback from Elected Members, senior staff and external stakeholders about a series of capability areas. We have developed definitions for those capabilities and have proposed the feedback be sought through one on one interviews with reviewers.
- We also supported the CEO Performance and Development Review Committee in their activities to start the recruitment of a new CEO. We coordinated the process of the appointment of an interim CEO and reviewed and updated the CEO position description. We prepared a recruitment briefing document and supported the Committee through their selection process of an external recruitment consultant.

SCOPE

The City of Norwood Payneham and St Peters are seeking an Independent Human Resource Specialist Member to assist the Committee in undertaking the CEO performance review.

The scope of the work has been outlined as follows:

- Provide assistance to the Performance Review Committee established by Council to undertake the annual CEO Performance Review by surveying and interviewing key stakeholders;

- Prepare a Performance Review Report for the Committee which includes a confidential summary of all data collected during the review process as well as recommendations for performance improvement.
- Act as an independent Member of the Committee.

METHODOLOGY

The key objective for any performance review must be to provide effective and evidence-based feedback to the incumbent to ensure they can consider the feedback and work collaboratively with their employer to identify and implement development goals that will continue to improve individual and organisation performance.

In reviewing the scope of work supplied, it is clear that NPSP are seeking support to work with the CEO and the Committee to undertake the annual performance review. We have set out our preferred methodology below:

Assist the Committee in undertaking the CEO performance review.

Council are seeking support in the conducting of the annual performance review. Performance is to be reviewed against the agreed statements of goals, objectives, responsibilities and duties and performance criteria of the CEO. We have outlined some principles that we would recommend for conducting performance reviews of this kind.

As we outlined above, conducting a performance review is sensitive process and needs to be handled professionally and openly. The CEO and Council must establish a process that gives evidenced based performance feedback and must implement a process that includes establishing a CEO development plan.

In our experience CEO performance reviews commonly have two components. Boards of Directors or Councils want to provide feedback to their CEO about **WHAT** they have delivered each year through feedback against the agreed goals, but also importantly, want to provide feedback about **HOW** the CEO has gone about the delivery against those goals. We find situations where a CEO has met the KPIs consistently but failed to deliver the goals and objectives in a way that has engaged staff and the community. Our performance review process provides feedback about each area.

We would normally work through the following steps for a CEO performance review:

- Meet with the CEO and the Committee to discuss and agree the goals and performance criteria against which the review will be conducted. We would normally expect the goals to have been established at the beginning of the review period and would also expect the CEO to have provided updates to the Committee and Council during the year.



- Where goals are established, have the CEO provide a written update about progress for the review period. This would be circulated to Elected Members for their comment during the review process.
- Having also agreed a set of performance criteria or capabilities for this review, we would also ensure they are circulated to reviewers prior to seeking their performance feedback
- We would seek input from the CEO and Committee about those from whom they would like to seek performance feedback. We note from the Terms of Reference that Council uses a 360-review process. We would recommend that a 360 process seeks feedback from Elected Members, Senior staff that report to the CEO, some other key staff members who interact with the CEO, and a potentially a group of external stakeholders that interact with the CEO. It is common to include Elected Members and staff, but we always find value in getting external stakeholder feedback. They can be other Local Government CEOs or Mayors, leaders in the community, State Government staff, and so on. It is important in our view for the CEO and Council to understand how her performance is viewed both internally and externally.
- We would develop a questionnaire that can be used in the review process. This would set out the agreed capability areas, or performance criteria to be used in the performance review. We would ensure this questionnaire is suitable to be used as the basis for receiving feedback through an interview or can be used as a survey to seek feedback from those not wanting to have a face to face meeting. The questionnaire can be used manually or distributed using a survey tool if reviewers prefer. Where reviewers provide feedback in this way, we also offer the opportunity to have a brief conversation about the feedback to ensure we are clear about the feedback received.
- **It is our preferred methodology to meet with each nominated reviewer and seek their performance feedback.** In preparation for each meeting with reviewers, we would provide the questionnaire as outlined above that sets out the areas to be discussed in the performance review. We would provide this to each reviewer prior to our meeting. **The review meetings will ideally be conducted face to face** but can be via a phone call if that works better for the reviewer. It is our view that we are able to receive more focussed evidenced based feedback using this methodology. We can ask follow-up questions and seek more clarity about performance.
- Having received performance feedback as outlined in the steps above, we would review the performance feedback gained during the process against the goals and performance criteria. We would then prepare a draft report for review and discussion with the CEO and the Committee. We would then finalise our report.



- Having finalised the report, we would often attend Council and present the report and handle Member questions. In reviews of this kind with other clients we also often participate in the feedback meeting with the person being reviewed. In this way we can highlight specific areas and answer questions relating to the review. Our report would also make recommendations for the CEO's professional and personal development for consideration.

We note from the documents supplied that the direct reports of the CEO will be asked to provide feedback in relation to the CEO's performance. Gathering feedback about the performance from direct reports and key staff is a sensitive process. Richard Altman has substantial experience in conducting reviews of this kind and we are able to develop trust with those providing feedback. This is critical to ensure they can provide evidenced based feedback in a confidential manner. We would arrange a time and location to meet where they are able to provide open and honest feedback.

It is our practice in providing a performance review report to the CEO to review the comments made from staff and other reviewers and consolidate them into our words to ensure confidentiality. The feedback would not be filtered but written in a way that enables the CEO to understand the feedback while ensuring the staff can provide the feedback in an open and confidential way.

The performance review process must provide Council with a robust review of performance for their decision making. It must also be of benefit for the CEO to ensure continued delivery of high levels of performance and further development.

PROFESSIONAL FEES

We have set out our proposed professional fees for the scope of work. Our fees include attendance at all meetings and preparing and presenting our recommendations and reports.

Based on the methodology outlined in this proposal, our fees are based on an estimate of the number of people (22) from whom performance feedback will be sought. Our recommended process requires face to face meetings to seek feedback with:

- Elected Members
- Direct reports and senior staff of the CEO

Our fees also include attendance at all meetings with the reviewers and providing feedback, preparing reports and presentation of reports to the Committee and Council. The fee also includes preparing a draft report and final report for presentation and providing feedback to the CEO.

Our fixed fee for undertaking the scope of work outlined is \$6,500 to conduct the annual performance review.

Our fees are exclusive of GST.

RICHARD ALTMAN PROFILE

Richard Altman has held senior human resources roles in retailing, merchant banking, manufacturing, construction and consulting for the last 30 years, and has considerable experience within Australia and the Asia Pacific region.

Richard's experience has been across all aspects of human resource management including:

- Recruitment and selection;
- Industrial Relations;
- WHS
- Remuneration strategy and planning
- Performance management and policy development
- Richard has led programs for cultural change, organisation review and leadership development. He has been part of senior executive teams and provided strategic advice to senior executive teams whilst being a key contributor to company strategic planning processes.
- Conducting consulting assignments in Aged Care, Government, Local Government, not for profit and commercial organisations to design and implement HR strategies and processes.



Having worked in Adelaide for such companies as John Martin & Co Ltd and GH Michell & Sons, Richard moved to Sydney in the mid 1980's to join the Midland Banking Group. Upon returning to Adelaide, Richard joined SOLA Optical and spent almost 20 years with SOLA/Carl Zeiss Vision, held the position of Asia Pacific Human Resources Director before joining Morton Philips in February 2008.

In May 2013 Richard established Richard Altman Consulting to continue to provide strategic human resources support across a range of sectors.

Since 2008 Richard has been providing consulting services. This has included a large range of assignments including:

- Senior Executive recruitment
- Designing and implementing organisation structure change
- Developing and implementing HR policies and procedures
- Designing and implementing organisation change programs
- Conducting strategic remuneration reviews and implementing remuneration policy.



- Undertaking senior management performance reviews including conducting 360 reviews
- Identifying organisation effectiveness through workshops and focus group discussions and making recommendations for implementation of cultural change
- Conducting cultural surveys across organisations to identify issues and recommending change strategies
- Managing workforce change issues and redundancies through positive communication plans

Qualifications

Bachelor of Business (Human Resource Management)

Professional Affiliations and Appointments

- Fellow, Australian Human Resources Institute (AHRI)
- Member, Equal Opportunity Tribunal of South Australia – 1995 to present

Previous Appointments

- SA President AHRI 1983, 1984
- National President AHRI 1986
- Director AHRI 1991/92
- Director, Midland International Australia Limited 1985/86
- Director, SOLA International Holdings Limited/Carl Zeiss Vision 1996 - 2007
- WorkCover Rehabilitation Advisory Group 1990
- Equal Opportunity Act Attorney General Advisory Group 1994/95
- Member of Equal Opportunity Tribunal 1994 to present
- Member of University of South Australia, School of Management Advisory Board

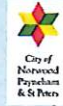


Private & Confidential Proposal

CEO Performance Review

16 September 2019





Private & Confidential

Proposal to Undertake the Performance Review of the Chief Executive Officer

Presented to:

Ms Lisa Mara
General Manager, Governance & Community Affairs
City of Norwood Payneham & St Peters

Prepared by:

Daryl Stillwell
Managing Director & Registered Organisational Psychologist
Stillwell Management Consultants Pty Ltd

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Introduction

Dear Lisa,

Many thanks for the invitation to express my keen interest in facilitating the performance review of the City of Norwood Payneham & St Peters' Chief Executive Officer, Mr Mario Barone. Our approach and methodology will be fully tailored to the needs and requirements of the City of Norwood Payneham & St Peters; unlike many of our competitors, we do not use "off-the-shelf" surveys or free-to-download survey software, and this rigorous approach ensures that our professionalism is of the highest standing, particularly in regard to matters of confidentiality.

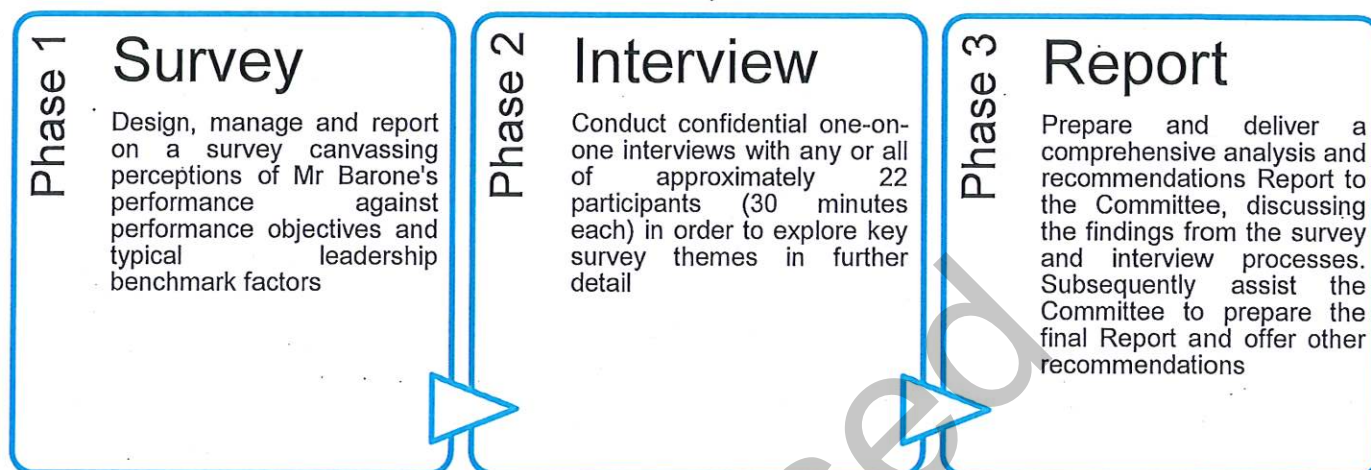
I have noted the following key points from your briefing letter, dated 2 September 2019:

- You are seeking the services of a highly qualified, astute and experienced Independent Human Resource Specialist Member to assist the Performance Review Committee in undertaking the review;
- The Performance Review Committee will comprise of the Mayor, three Councillors and an Independent Human Resource Specialist;
- The review is to comprise both a survey and a series of interviews, with the target audience being approximately 22 Elected Members and direct report staff;
- A succinct yet detailed report is to be prepared for the Committee, outlining the outcomes of the survey and interviews;
- The Committee would also require assistance in the form of preparation of a final recommendations report; and
- The review would need to be undertaken by me and will not be delegated to any other staff member.

This proposal sets out my suggested approach to undertaking this important assignment, together with information on similar assignments undertaken by our Firm and our proposed fee investment.

Proposed Methodology

I share your view that the following is required to facilitate a rigorous, practical and informative CEO review process:



Phase 1: Survey

As part of the first project phase, I propose to undertake the following activities on your behalf:

- Design, administer and analyse a survey, circulated to the group of 22 respondents (Elected Members and direct report staff), gathering feedback on perceived strengths and development points of Mr Barone's performance against any set strategic objectives, KPIs/KRAs and common executive expectations including leadership, strategic planning, decision-making, conflict resolution, communication, stress management and any other desired aspects;
- Ensure that the survey is appropriately worded to be suitable to the different perspectives and dynamics of the target respondents (that is, being equally appropriate for staff and Elected Members);
- Use the initial outcomes of the survey to design interview questions which explore items of interest in further detail; and
- Ensure that all of the above and below methodology steps are in keeping with the Terms of Reference set for the Committee under its Protocols.

Phase 2: Interview

The next stage of the project will involve my undertaking the following key step:

- Facilitate a structured 30-minute interview with each respondent who seeks the opportunity to do so, using specially designed questions and behavioural interview techniques to yield the most positive and relevant information to inform future recommendations.



Proposed Methodology (cont'd)

Phase 3: Report

- Finally, I will prepare a detailed outcomes report which incorporates the key themes from the survey and interviews and presents clear, practical and specific recommendations to support the Committee's final decision-making on matters pertaining to Mr Barone's review. Such Report will provide detailed results of both quantitative and qualitative analysis of all outcomes from survey respondents – ensuring that all feedback is maintained on a strictly confidential basis in order to protect all respondents; and
- Following the above, I will offer any further recommendations to the Committee on any other matters that arise, of relevance, to assist the Committee to develop its final Report.

Previous Experience

As you may be aware from my many years of work facilitated for City of Norwood Payneham & St Peters, I am one of South Australia's and Australia's most experienced and senior executive search and advertised selection recruiters, organisational psychologists and management consultants. A Fellow of the Australian Institute of Company Directors, Fellow of the College of Organisational Psychologists, Member of the Australian Psychological Society and a Certified Management Consultant.

I am the Managing Director and owner of Stillwell Management Consultants Pty Ltd incorporating Stillwell Select Recruitment. Regularly called upon by chief executives to undertake senior level assignments across performance appraisal, organisational development, restructuring, strategic and corporate planning, remuneration consulting, psychological services, conflict resolution and a wide range of other consulting services, I am also Deputy Chairman of leading financial institution KeyInvest Ltd.

Attached please find my CV at Appendix A.

Over the 38 years of my career as a Management Consultant and Organisational Psychologist, I have personally facilitated scores of performance appraisal reviews in conjunction with Committees for most metropolitan South Australian Councils. A selection of some specific examples is provided below:

The City of Onkaparinga, for whom we facilitated the performance review of the CEO, Mr Mark Dowd. This involved designing and circulating a comprehensive survey for completion by Mr Dowd's staff and Elected Members, together with follow-up interviews and presentation of findings (with recommendations) to the Council;



Previous Experience (cont'd)

The Board of the **Fleurieu Regional Waste Management Authority** engaged Stillwell Management Consultants to conduct an employee survey of all staff in order to provide feedback on the performance of their CEO;

Local Government Association, whose former President, Ms Lorraine Rosenberg, engaged us to facilitate an organisation-wide survey, set of interviews and series of focus groups as part of the performance appraisal of the CEO;

Light Regional Council, for whom we have undertaken numerous remuneration review and performance appraisal assignments for members of the executive team and CEO;

The **City of Palmerston**, for whom we undertook the performance appraisal of the CEO, on consecutive occasions and incorporating use of survey and interview techniques;

Regional Council of Goyder, for whom we facilitated the performance appraisal of the CEO, together with an organisational review, survey and interview process; and

Yorke Peninsula Council, whose Elected Members engaged us to facilitate a performance appraisal, 360 degree review and interview process for three senior Council executives.

I would be delighted to provide referee details from the above and other pertinent assignments, upon your request.

Proposed Fees

We propose discounted, value for money, fees of \$8,950 + GST to undertake all of the above.

Conclusion

Lisa, thank you again for the opportunity to express my keen interest in partnering with you and the Performance Review Committee to facilitate Mr Barone's performance review based on best practice techniques, cutting edge ideas and practical commercial acumen. I look forward to hearing from you and assure you of my continued very best service at all times.

With kind regards,

DARYL STILLWELL
Managing Director
Registered Organisational Psychologist

*BA, Dip. App. Psych. MAPS, FCOP, FAICD,
 MIMC, CMC, MAHRI, MRCSA*

APPENDIX A

Daryl Stillwell – Managing Director

Personal Details

Full Name: Daryl Leonard Stillwell

Current Position: Managing Director
Stillwell Management Consultants Pty Ltd

Business Address: Stillwell House, Level 14, 99 Gawler Place, Adelaide SA 5000

Business Telephone: (+618) 8212 0999
Facsimile: (+618) 8212 0899

Email: daryl@stillwellmanagement.com.au
Website: www.stillwellmanagement.com.au

Education

Bachelor of Arts (majors in Politics and Psychology)
University of Adelaide

Diploma in Applied Psychology
University of Adelaide

Registered as a Psychologist (Organisational Psychology accreditation) under the
Psychology Board of Australia (National Registration)
- First registered as a Psychologist in 1976 (under SA law)

Membership of Professional Associations
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Member of the Australian Psychological Society (MAPS)
Fellow of the College of Organisational Psychologists, the Australian
Psychological Society Ltd (FCOP)
Fellow of the Australian Institute of Company Directors (FAICD)
Member of the Institute of Management Consultants Australia (MIMC)
Certified Management Consultant (CMC)
Member of the Australian Human Resources Institute (MAHRI)
Former International Forum Trainer, Former Member of Young Presidents'
Organisation International
Member Young Presidents' Organisation Gold (YPO Gold)
Past Member of Executive Management Committee of YPO/WPO SA



Daryl Stillwell continued...

Career History

October 2001 to
Present

Managing Director Stillwell Management Consultants Pty Ltd and Stillwell Select Recruitment

This Adelaide-based specialised human resource management consultancy provides services in:

- ↳ Search and Selection
- ↳ Career Management
- ↳ Organisational Development and Structuring
- ↳ Position Classification and Benchmarking
- ↳ Competency Specifications
- ↳ Management and Staff Training
- ↳ Registered Psychological Services
- ↳ Outplacement
- ↳ Remuneration Consulting
- ↳ Management Development
- ↳ Performance Improvement
- ↳ Executive Coaching
- ↳ Mentoring Services
- ↳ Corporate and Strategic Planning
- ↳ On-line HR Support
- ↳ Workforce Planning
- ↳ Assessment and Development Centres
- ↳ HR Risk Management
- ↳ Employee Surveys and Communications
- ↳ HR Policies and Procedures
- ↳ Medico Legal Reporting as expert witness (a Registered Organisational Psychologist)
- ↳ Exceptional Conference Facilities

Stillwell Select Recruitment provides services in administrative temporary, casual, permanent, part-time, staffing and HR outsourcing for the sub-executive level of placement; and contract staff across the board – sub-executive and executive level, specialising in ICT appointments.

April 1998 to
October 2001

Freelance Human Resource Management Consultant

Worked on projects both solo and in conjunction with former Firm, Speakman Stillwell & Associates Pty Ltd, which Firm Daryl sold to Select Appointments PLC in April 1998. Scope of assignments included:

- ↳ Executive Search and Selection
- ↳ Director Search
- ↳ Organisational Restructuring
- ↳ Remuneration Consulting
- ↳ Corporate and Strategic Planning

Daryl also acted as Strategic Adviser to Bruce's Auctions and Christie's (Australia) Pty Ltd and to Fisher Jeffries, Barristers and Solicitors.



Daryl Stillwell continued...

Career History

Nov 1987 to
April 1998

Joint-Managing Director & Chairman
Speakman Stillwell & Associates Pty Ltd & Subsidiary Firm Select Staff Pty Ltd

During this period Daryl grew this Firm from inception to become the third largest human resource management consulting group in Australia working from an Adelaide base. At its peak in 1998 the Firm had an annual turnover of \$70 million with a staff of 110 FTEs and through the subsidiary operations of Select Staff employed 1,600 sub-contract personnel at any one point in time.

May 1981 to
Nov 1987

Partner In Charge – Human Resource Management Consulting Division
Coopers & Lybrand Consulting Australia (now PwC)

Daryl was Partner In Charge of the Adelaide operations of the Consulting Firm; he also had responsibility for running the Melbourne practice and was National Partner In Charge of Human Resource Management Consulting for the Firm. He left this partnership in order to commence his own Firm, Speakman Stillwell & Associates.

Prior to 1981 Daryl worked for the Commonwealth Government in the Department of Employment, Training and Youth Affairs and the Office of the Commonwealth Public Service Board, engaged in a variety of human resource management activities. He undertook his training on the job in order to become a registered psychologist following his graduation from the University of Adelaide.

Board Directorship/Advisory Roles

Daryl is Deputy Chairman of leading financial services group KeyInvest.

Daryl was Chairman of PowerHealth Solutions Pty Ltd, a leading international IT patient billing systems business based in Adelaide, for 8 years. He was Corporate Advisor to Wallmans Lawyers for 4 years. Daryl was Chair of the Corporate Advisory Board for Optus Communications for South Australia for 9 years. (He was appointed to this non-executive position by the Managing Director of Optus Business (Sydney) and the role entailed providing strategic advice, leadership and business development opportunities and facilitation for the State Director of the Optus Business team in South Australia).

Appointed as a Senior Adjunct Lecturer to the University of Adelaide, Daryl lectures to students in the Master of Psychology (Organisational and Human Factors) programme.

Previously served for 10 years as Chair of the Corporate Advisory Board for leading commercial law firm, Fisher Jeffries Gadens.

Other roles occupied by Daryl over the years include:

Chair of the Helpmann Academy Foundation Board (2002 – 2005) and Member of the Helpmann Academy Board (2000 – 2009).

Strategic Adviser to Theodore Bruce Auctions, incorporating Christie's Australia (SA region) during the period 1998 – 2002; and Non-Executive Chairman of Fasson Australasia Pty Ltd (1990 – 1995), part of US multi-national Avery Dennison Corporation, a multi-faceted manufacturing group, producing adhesive paper in commercial quantities for the Australasian markets.

Interests

Daryl's key interests include community services activities including mentoring and coaching, support of aspiring visual and performing artists, collecting antiques and fine art, personal family investments in a diverse investment portfolio, family activities, water sports, tennis, wine appreciation, playing guitar, music generally, and national/international travel. He also has a strong interest in the fields of design (graphic, interior and product) and architecture especially Georgian architecture.