CHIEF EXECUTIVE OFFICER APPRAISAL SERVICE

Your SEE Membership includes the facilitation of an annual Chief Executive appraisal, supporting an open dialogue on performance, development needs and positive working relationships between Chief Officers and Elected Members. This service is delivered by the Chief Executive and Directors of South East Employers.

PURPOSE OF THE APPRAISAL?

The appraisal is one of many on-going discussions that should take place on personal performance and the performance of the Authority generally. The annual appraisal is the formal annual mechanism to review performance, as required in the Chief Officer Terms and Conditions.

To **clarify and agree the key objectives**, priorities and targets of the local authority and the timescales for their achievement.

To **agree what the Chief Executive should personally achieve** over the next 12 months and potentially beyond, in furtherance of the authority's objectives and any additional standards of performance, expressed in ways that can be monitored objectively.

Discuss developmental requirements. Like any employee, the Chief Executive will be facing new challenges and have development needs to be successful year after year. The appraisal process should discuss the professional development required to equip the Chief Executive with the skills and capabilities to meet the local authority's objectives.

Discuss positive achievements over the past 6-12 months and explore reasons for good performance.

Discuss instances over the past 6-12 months where **targets have not been met**, exploring any factors adversely affecting the achievement of agreed goals.

TYPES OF CHIEF EXECUTIVE APPRAISAL

LEADER AND CHIEF EXECUTIVE

- Simple model
- Works well in majority stable political councils
- Can be challenging in councils where there is no overall control

PANEL OF LEADERS OR POLITICAL GROUPS

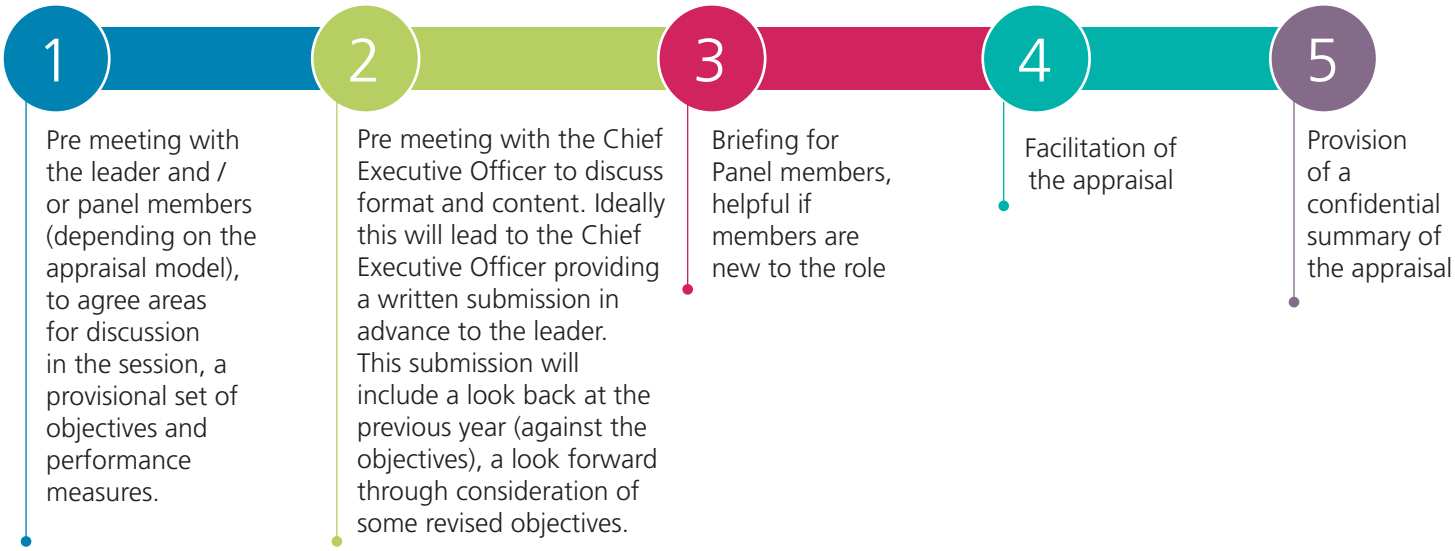
- Often used in councils of no overall control
- Requires prep and management to avoid the appraisal being used to debate political difference
- Needs a strong chair

PANEL OF MEMBERS OF A DESIGNATED COMMITTEE

- A stable model, expertise in appraisals can be developed
- Used across different political administrations
- Requires pre-prep, if the Leader is not part of the panel
- Needs a strong chair

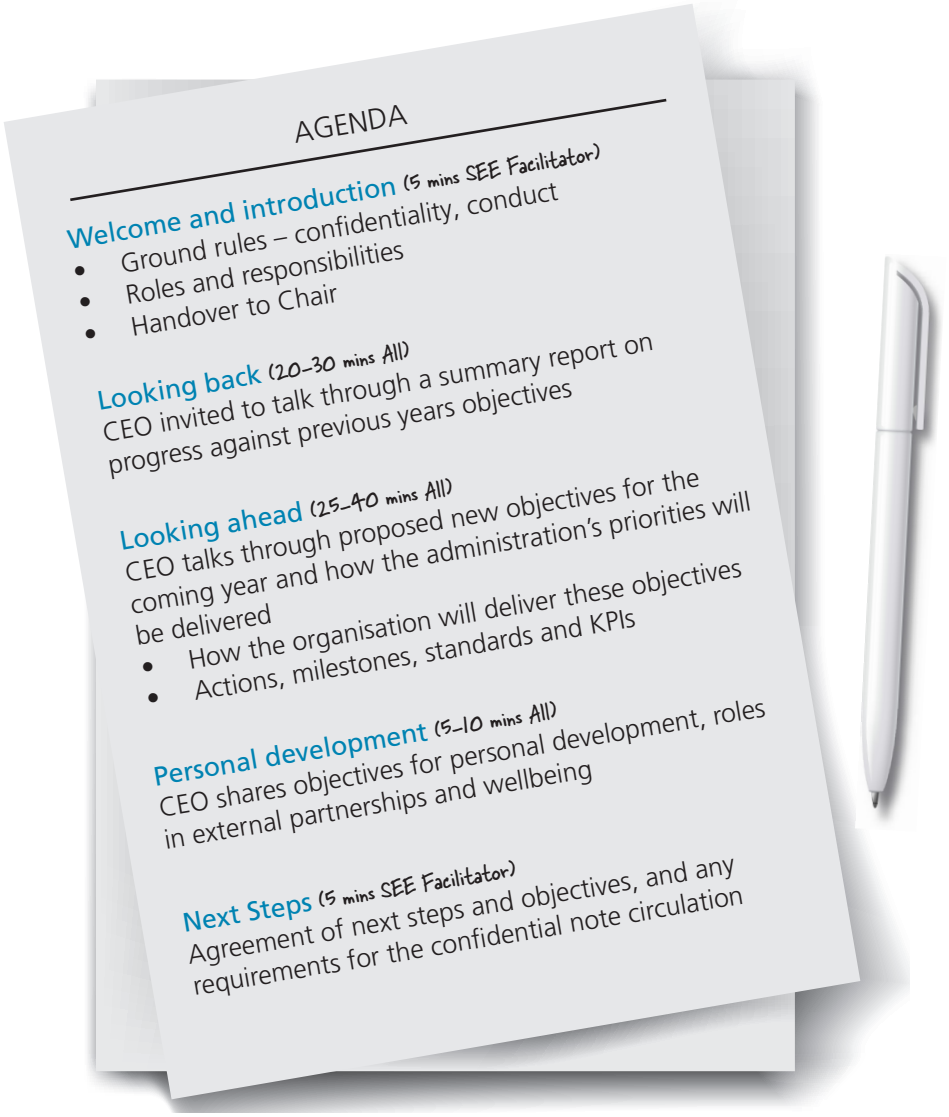
All models follow the same broad format and operate in broadly the same way. The primary difference is the inclusion of meetings with panel members independently and then collectively prior to the appraisal.

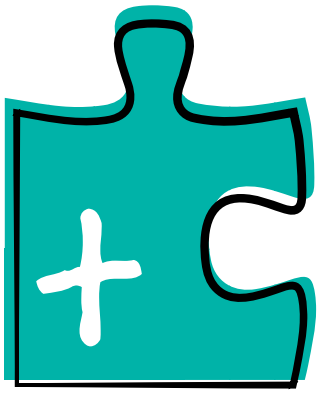
THE APPRAISAL PROCESS



WHAT	TIME	DURATION	PURPOSE
CEO meeting with SEE Facilitator	3-4 weeks prior to the appraisal	30 minutes	To discuss the format of the pre-submission and consider any areas for discussion.
CEO submits pre-appraisal submission	2 weeks prior to the appraisal	N/A	Appraisal submission, including the look back and potential new objectives
Meeting with either the leader and or panel members	To be agreed - suggested 1-3 weeks prior to appraisal	30 mins per Leader / Member	To consider any areas for discussion and the proposed objectives and submission from the CEO
The appraisal meeting	N/A	60-90 minutes	
Draft Notes	Up to 2 weeks after the appraisal		Draft notes sent to CEO for amendment CEO notes circulated to leader / panel Final notes agreed and circulated.

PROPOSED AGENDA (IDEALLY 90 MINUTES SESSION)





ADDITIONAL ENHANCEMENTS

The appraisal process outlined is included as an integral part of membership of SEE.

If required, this can be supplemented with the following:

360 DEGREE REVIEW

Utilising agreed lines of enquiry linked to the capabilities required of a high performing executive SEE can facilitate a fully managed 360-degree process. This is delivered via an on-line survey and can include direct reports and their reportees, Councillors, stakeholders and other partners. A confidential report and feedback is provided to the CEO to support the appraisal discussions.

Price: £750 plus VAT

FEEDBACK INTERVIEWS

In order to gain specific insights and feedback a senior SEE facilitator will conduct a series of phone or teams interviews with up to 8 external / internal stakeholders. The review will be against a core set of agreed criteria, agreed with the CEO and Leader. The feedback will be triangulated with other information sources maintaining confidentiality and non-attributable comments. An anonymous report of feedback will be provided alongside strengths and areas for development.

Price £1,200 plus VAT

NEW PANEL MEMBER WORKSHOP

A brief on-line CEO appraisal workshop can be delivered for new members of an appraisal panel. This workshop considers roles and responsibilities, the format of the appraisal, the purpose, tools and techniques for a successful appraisal etc.

Price £700 plus VAT

These enhancements, if required, will extend the overall timescales by a further 3 - 4 weeks, to enable the review and / or interviews.

SEE FACILITATOR

As your Regional Employers' Organisation, SEE understands the need for high levels of confidentiality in the delivery of an appraisal process, hence this is an integral part of your membership. The appraisal process will be facilitated by the SEE Chief Executive or a member of the SEE Senior Leadership Team, who are all experienced professionals.

RUTH ADAMS
Chief Executive

Ruth is an experienced executive working at Chief Executive and Deputy Chief Executive levels for SEE and for a large authority. She is an organisational development expert. Ruth leads the majority of SEE appraisal facilitation and is experienced in working with CEOs, Leaders and Councillors.

CLARE O'CONNOR
Director: HR & Employee Relations

Clare is an experienced HR Executive working with senior leadership teams in both public and private organisations. She has led the development and delivery of performance management frameworks. Clare is experienced in working with CEOs and political leaders, and supporting Chief Executive appraisals.

NEXT STEPS

We invite the Leader and Chief Executive Officer to confirm their requirements for the SEE facilitated appraisal support.

WHAT WE NEED TO KNOW?

- The format of the appraisal, eg. Leader model, Group Leader model, designated Appointments or Remuneration Committee model.
- The preferred dates for the appraisal and pre-meets – this will enable us to develop a pre-appraisal timetable and agree the SEE Facilitator.
- Appraisal enhancements – any training, 360 degree or interviews required.

This appraisal facilitation is an integral part of membership, however if pre-agreed meetings are cancelled at very short notice, it may be necessary for SEE to charge a cancellation fee.