Chief Executive Appraisal

NW EMPLOYERS

People. Leadership. Growth.

INDEPENDENT SUPPORT FOR CHIEF EXECUTIVES

Under the terms of the JNC agreement for Chief Executives, it is an obligation for both a Chief Executive and the employing council to engage in a regular process of appraisal. We're experienced in providing independent and confidential support throughout the whole process as part of your North West Employers membership.

The aim of the appraisal process is to identify and clarify key objectives, priorities, targets and appropriate timescales for achieving them.

We support the discussion by encouraging thoughtful reflection on past accomplishments and performance, and by helping to focus and agree on priorities and objectives for the year ahead.

Who should be involved?

The Appraisal should be conducted by the Council Leader. A council may also choose to do this through a small committee or panel representing all political groups, or by senior representatives of the controlling group.

External independent assistance can be helpful in facilitating the process. North West Employers already provide independent support to a large number of authorities with their appraisal process.

The focus of the process

A Chief Executive is employed by the council as a whole, not solely by the controlling group. The appraisal reinforces the expectation that the Chief Executive serves the entire council.

Key questions to consider

- What is the focus of the role of the Chief Executive?
- What has been done well?
- What could have been done better?
- What are the major challenges over the next year?
- What are the development needs to maintain high performance?

Feedback

The process provides an opportunity for the Chief Executive to get full and rounded feedback on their performance from senior Councillors and to agree any development and support requirements. To help identify development needs the process can be supplemented by the use of a 360-feedback tool to gather input from Councillors, staff and external partners. It may also include confidential support/coaching support to a Chief Executive to assist them in identifying areas for future development.

Appraisals should take place at least once a year and be supported by regular reviews to ensure that objectives can be reviewed for continuing relevance. A formal system of appraisal should not prevent the continuous review of progress.

The discussion will identify objectives from the organisation's corporate plan for the year and translate them into personal leadership actions/targets. These are then agreed and recorded as the output for this stage of the appraisal process.

WHAT TO EXPECT?

Objectives & Priorities - Connections

The annual appraisal meeting will follow the process for agreeing a council's corporate objective & priorities. A Chief Executive's appraisal and target setting will often feed into management team objectives and targets.

It's Confidential

The content of the appraisal process is confidential to the appraisal parties. However, Councillors will be informed that an appraisal is taking place. The appraisal parties may agree to publish a summary of the Chief Executive's future targets so that the links to wider target setting are clear.

Preparation

Councillors involved in the process should have a briefing to ensure they;

- Understand their role & input
- Understand the process, how it works and where evidence of achievement is to be drawn from
- Feel confident to get involved

What to Bring?

Information for the objective measures against previously agreed objectives and leadership actions should be shared in advance.

We can provide a template to support the preparation and discussions on the day and will share an agenda to support the flow of conversation.

What Next?

If you'd like to arrange a date for your appraisal, or if you'd simply like more information about how we can support this important conversation, please get in touch at support@nwemployers.org.uk.

AIMS OF THE APPRAISAL

- To identify & clarify the key objectives and priorities of the council and appropriate timescales
- Agree what the Chief Executive should personally achieve and identify required standards of performance
- Discuss positive achievements over the review period & how they were achieved
- Discuss targets that have been met & why this occurred
- Identify personal and professional development necessary for the achievement of objectives

DISCUSSION

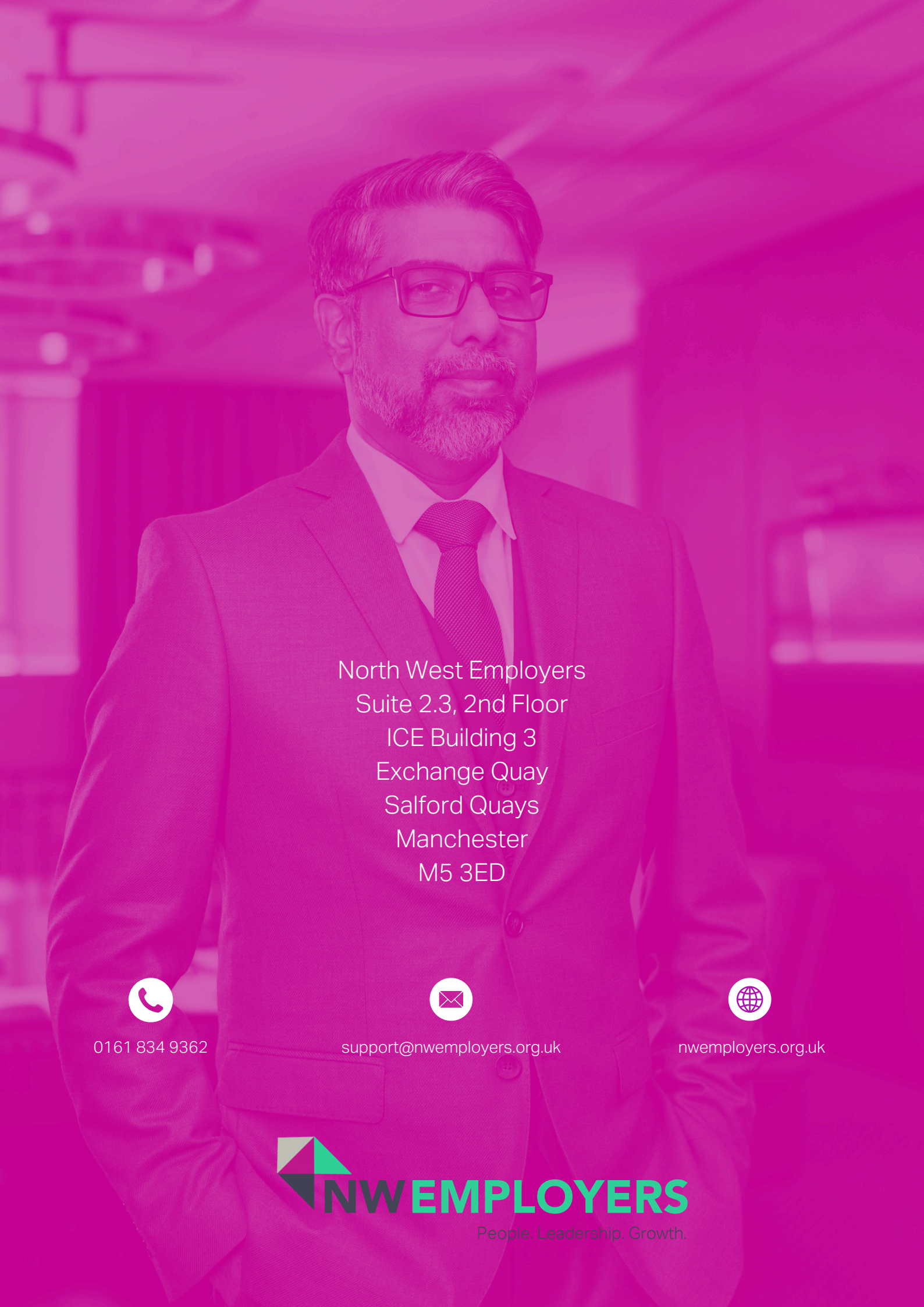
- Both parties will be well informed & prepared for the interview
- The process will be two-way
- The conversation will be free from interruptions & notes should be taken when necessary
- Review clear & objective monitoring information
- Agree realistic targets that can be easily be monitored
- Create an agreed timescale so development plans can be successfully implemented
- The Chief Executive will be given the opportunity to discuss any potential concerns over their performance
- Agree a date for a further review

KEY OUTPUTS

- Both parties agree a fair two-way appraisal process is in place
- Arrangements are in place to assess performance, future objectives & development needs
- There is agreement on the actions required from both parties to ensure success

If you would like to discuss how we may be able to support you or your organisation please contact:

support@nwemployers.org.uk



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