

**City of Marion OF MARION
REVIEW AND SELECTION COMMITTEE
28 August 2018**

CONFIDENTIAL REPORT

Corporate Manager: Steph Roberts, Manager Human Resources

Subject: CEO Annual Performance Review 2017/18

Report Reference: RSC280818F01

If the Committee so determines, this matter may be considered in confidence under Section 90(2) and (3)(a) - information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

KRIS HANNA

**Kris Hanna
Mayor**

RECOMMENDATIONS: (1)

That pursuant to Section 90(2) and (3)(a) of the *Local Government Act 1999*, the Committee orders that all persons present, with the exception of the following persons: _____, be excluded from the meeting as the Committee receives and considers information relating to the Chief Executive Officer (CEO) 2017/2018 Performance Review, upon the basis that the Council is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential, given the information relates to the performance of the CEO.

REPORT OBJECTIVES:

To seek feedback from the Review and Selection Committee (the Committee) regarding the total performance for the Chief Executive Officer (CEO) 2017/18 financial year and the employment agreement outcome.

EXECUTIVE SUMMARY:

The Review and Selection Committee has the responsibility of making recommendations to Council regarding the CEO performance, employment agreement and remuneration.

This report provides reference to the data for the 2017/18 financial year CEO KPI's (Report RSC280818R01), along with the results of the 360 review outcomes for the Committee's discussion (appendix 1 and 2) and deliberation prior to making a final recommendation to Council.

RECOMMENDATION (5)

DUE DATE

That the Review and Selection Committee determines that the following recommendations be proposed to Council regarding the outcomes of the Chief Executive Officer 2017/18 performance review:

1. That the Chief Executive Officer has achieved the following Performance Ratings for 2017/18: 28 Aug 2018
 - KPI 1 –
 - KPI 2 –
 - KPI 3 –
 - KPI 4 –
 - KPI 5 –
 - KPI 6 –
 - KPI 7 –
 - KPI 8 –
2. That the Chief Executive Officer has achieved an overall performance rating of _____ 28 Aug 2018
3. To endorse the CEO's remuneration package to be applied as a result of the 2017/2018 performance year comprising: 28 Aug 2018
 - a. Base Salary \$ xxxxxx.00
 - b. Employer Superannuation Contribution \$ xxxxxx.00
 - c. Motor Vehicle value \$ xxxxxx.00
4. That Council note the overall 360-degree feedback results to be used for conversation with the CEO about his performance in conjunction with the KPI results. 28 Aug 2018
5. In accordance with 90(2) and (3)(a) of the Local Government Act 1999 the Committees orders that this report, all appendices and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(a) of the Act be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council Meeting in December 2018. 28 Aug 2018

Background

Section 9 of the CEO Employment Agreement defines the requirements for the performance review. The responsibilities of the review is addressed by the Review and Selection Committee.

The approach and timeline for the CEO performance and remuneration review was endorsed by Council 27 February 2018 (GC270218R06).

Council at its meeting 22 May 2018 (GC220518R10) endorsed the aligning of Corporate KPIs with those of the Chief Executive ongoing.

Discussion

Following outlines the process for the Review and Selection Committee to follow in assessing the CEO overall performance.

1. Invite the CEO to be present to provide an overview of the performance year, including reflection on his own performance, key achievements and challenges.
2. An assessment of the organisation's performance against adopted key performance indicators, incorporating:
 - a. KPI outcomes (refer report RSC280818R01)
As indicated in GC270218R06, the results provided in RSC280818R01 do not include the audited financial statements.
 - b. Review of the 360-degree feedback regarding the CEO performance sourced from Elected Members, provided in appendix 1
 - c. Consideration of any extenuating circumstances impacting on the CEO ability to be able to achieve any of the KPI's
3. The rating scale in Schedule four of the CEO Employment Agreement being used as the basis for assessment:

• Exceptional	5
• Commendable	4
• Acceptable	3
• Requires Improvement	2
• Unacceptable	1

In making a performance rating recommendation to Council, it is recommended that the reasoning for the recommendation be recorded in the minutes.

4. 360 Degree Feedback

Note the full 360-degree review outcomes to be used for conversation (with the CEO) about his performance in conjunction with the KPI results, which is included as appendix 2.

5. Remuneration Review (dependent on the overall rating scale and 5 above)

The ASX Corporate Government Council recommends within principle 8 of their guideline that an organisation should design its executive remuneration to attract, retain and motivate high quality senior executives.

It is noted that if the CEO performance review achieves an outcome of acceptable or higher, the remuneration review would be triggered, as defined in the CEO Employment Agreement. It is noted that any consideration for increase is determined by Council at Council's absolute discretion.

In making a remuneration recommendation to Council, it is recommended that the reasoning be provided in the minutes.

In the event the remuneration review is triggered as a result of the committee recommending the CEO performance outcome being acceptable or higher along with the recommendation to extend the Employee Agreement term, to assist with the remuneration review, a comparison to other Council's is included in appendix 3.


CONCLUSION

The Chief Executive Officer (CEO) Employment Agreement requires an annual review to be undertaken of the CEO performance and remuneration. The Review and Selection Committee is required to assess and recommend to Council the CEO performance outcome and remuneration (if applicable), providing reasoning to support the recommendations made.

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Appendix 1: Elected Member Feedback

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Kathryn McEwen Psychology at Work

City of Marion Performance Review of Chief Executive Officer Adrian Skull Elected Member Response Summary 2018

Background to Report

This report provides part of the performance review of Adrian Skull, Chief Executive Officer (CEO) of the City of Marion. The assessment of leadership contained within it is based on:

- Elected member responses to an on-line 360-degree leadership assessment
- Confidential interviews with two Elected Members.

Responses to 360-degree Survey

The 360-degree instrument chosen was the Executive Leadership Inventory (ELI) as this assesses performance against benchmarks on eleven competencies seen as critical in executive leadership. It also has provision for detailed written comments.

The competencies included in the survey are:

- Establishing focus
- Strategic thinking
- Business acumen
- Managing performance
- Management of attention
- Working with and influencing others
- Management of self
- Building collaborative relationships
- Interpersonal awareness
- Emotional resilience
- Developing others.

Competency ratings

Descriptions of the competencies and associated behaviours, together with ratings for the CEO, are attached at Appendix A.

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Facilitation and Mediation

Feedback scores were attained by averaging the responses received for eight Elected Members who completed the survey. The scores are compared to the average rating of a normative group of around 500 Australian executives, as well as the CEO's scores from the 360-degree assessment completed in 2017.

The results indicate that Elected Members see the CEO as performing at a similar level to the average executive on the competency of 'managing performance' and at an above average level on the other 10 competencies. This was an improvement in rating from 2017 where he was rated at an above average level on five competencies. His ratings on 'emotional resilience' and 'interpersonal awareness' were especially high.

The CEO's five highest rated behaviours by Elected Members (rated 5.9 out of 6) were:

- Accepts accountability for own actions and results
- Demonstrates poise and confidence in an executive leadership role
- Seeks and forges partnerships with key internal and external stakeholders that are mutually beneficial
- Is 'interpersonally mature' when dealing with others
- Clearly focuses on maximising stakeholder return.

His three lowest rated behaviours by Elected Members (rated 4.1-4.9 out of 6) were:

- Gains support for the City's strategy from all relevant stakeholders
- Involves others in a process or decision to ensure their support
- Assigns clear responsibility/accountability to others.

All other behaviours were rated above 5.

There was a high degree of consistency in ratings from Elected Members with direct reports and other leaders within Council (see separate report). Self-ratings were also similar, indicating a good level of self-awareness.

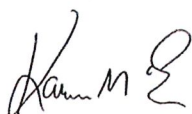
Written survey comments

The survey also included four open-ended questions, allowing written comments. A summary of responses for Elected Members only is attached at Appendix B. Direct quotes are inserted to illustrate identified themes.

Summary of Individual Interviews

Interviews were conducted to gain a deeper understanding of the strengths and challenges identified during the 360-degree feedback survey.

To preserve anonymity, the themes from the two Elected Member interviews have been integrated into the written comments from the survey, as summarised in Appendix B. Opinions shared were highly consistent with those provided in the on-line survey.



Kathryn McEwen
Registered Organisational Psychologist

23rd July 2018

Appendix A: CEO Ratings on Competencies

Competency	Behaviours	Feedback Score (maximum = 6) Average = Average score for executives
Establishing Focus Providing direction to Council and developing and communicating objectives in support of the organisation's vision.	<ul style="list-style-type: none"> - Communicates a compelling vision for Council - Clearly enunciates strategic objectives for Council - Communicates a clear picture of what change is needed for Council - Establishes and communicates a strategic direction for Council - Develops comprehensive change strategies 	5.4 (Previous = 5.0) <i>(Average = 5.0)</i>
Strategic Thinking Analysing the organisation's position by considering the market and industry trends, existing and potential customers and strengths and weaknesses as compared to other organisations.	<ul style="list-style-type: none"> - Identifies long term opportunities for Council that clearly reflect an understanding of market conditions/trends - Determines how best to position the Council to achieve desired outcomes - Identifies the need for change by considering current trends and factors impacting Council - Understands the strengths and weaknesses of Council - Spends sufficient time focusing on strategic imperatives for Council 	5.4 (Previous = 5.2) <i>(Average = 5.0)</i>
Business Acumen Acumen in regard to financial competence, market awareness and risk management that assist in driving the organisation towards achievement of service excellence and business outcomes.	<ul style="list-style-type: none"> - Demonstrates a sound understanding of the financials that underpin the Council - Understands the key business drivers re Council - Balances risk and reward when making commercial decisions that affect the Council - Bases business decisions on a demonstrated understanding of commercial issues - Clearly focuses on maximising stakeholder return 	5.6 (Previous = 5.3) <i>(Average = 5.2)</i>
Managing Performance Has a clear sense of the ultimate objectives and bears this in mind when allocating resources, managing risk and making decisions. Ensures all actions are oriented towards successful outcomes. Accepts accountability for achieving required actions and/or outcomes.	<ul style="list-style-type: none"> - Provides helpful and specific feedback to others on their performance - Develops challenging yet achievable objectives for all direct reports - Ensures Unit strategies are executed and monitored - Assigns clear responsibility/accountability to others - Holds others accountable 	5.0 (Previous = 4.8) <i>(Average = 4.9)</i>

Management of Attention Has a 'presence' when communicating. Clearly attracts and holds the attention of others when communicating. Expresses self clearly in all situations and does so with appropriate assertiveness. Comes across with confidence in the executive role.	<ul style="list-style-type: none"> - Holds the attention/interest of others when communicating - Effectively negotiates to shape outcomes - Projects confidence in an executive leadership role - Clearly expresses thoughts and ideas in individual/group situations - Presents ideas and proposals assertively and persuasively 	5.4 (Previous = 5.2) <i>(Average = 5.1)</i>
Working and Influencing Others Impacting on the behaviour and decisions of others in a positive way that gains their support and contributes to effective results.	<ul style="list-style-type: none"> - Keeps promises and commitments to others - Accepts accountability for own actions and results - Behaves ethically, in a manner that is above reproach - Demonstrates an ability to find common ground and build rapport - Encourages the building of respect and understanding when working with others 	5.4 (Previous = 5.3) <i>(Average = 5.2)</i>
Management of Self Manages self in such a way that enhances one's leadership of Council. Identifies areas for own development and actively pursues ongoing learning and individual growth. Ethical in all that they do.	<ul style="list-style-type: none"> - Organises self and own work priorities effectively - Actively pursues own self development - Uses own and others' time effectively - Effectively balances personal life and work - Sets a good example for others by consistently engaging in ethical behaviour 	5.3 (Previous = 5.3) <i>(Average = 5.0)</i>
Building Collaborative Relationships Being able to develop, maintain and strengthen relationships with those inside and outside the organisation.	<ul style="list-style-type: none"> - Constructively influences others - Develops comprehensive strategies in consultation with key stakeholders - Seeks and forges partnerships with key internal and external stakeholders that are mutually beneficial - Networks and forms positive relationships with others to generate benefits for the Council - Gains support for Council's strategy from all relevant stakeholders 	5.5 (Previous = 5.3) <i>(Average = 5.1)</i>
Interpersonal Awareness Noticing, interpreting and anticipating others' concerns and feelings, and communicating this awareness to others.	<ul style="list-style-type: none"> - Seeks feedback from others to form accurate self-perceptions - Understands the impact he has on others - Effectively uses empathy when appropriate - Encourages others to express candid and contrary views - Understands that people are different from one another and treats people accordingly 	5.5 (Previous = 5.2) <i>(Average = 4.8)</i>

<p>Emotional Resilience</p> <p>Has the capacity to work through stressful and difficult situations and retain composure. Remains calm in a crisis and identifies and manages their own emotions.</p>	<ul style="list-style-type: none"> - Demonstrates poise and confidence in an executive leadership role - The ability to identify and manage their own moods and emotions - Remains calm and deliberate under conditions of emotional or work-related stress - Is 'interpersonally mature' when dealing with others - Manages his/her emotions effectively within the workplace context 	<p>5.8 (Previous = 5.4) <i>(Average = 5.1)</i></p>
<p>Developing Others</p> <p>Having a willingness to work with others and facilitate coaching and other learning interventions where others are stretched and challenged to develop their capabilities (knowledge and skills). A strong emphasis on attracting and retaining talent in the organisation.</p>	<ul style="list-style-type: none"> - Shows a genuine intent to attract and retain talent in the Council - Listens attentively to others' ideas and concerns - Willing to work with others to develop their competencies - Involves others in a process or decision to ensure their support - Actively supports the development of future leaders of the Council 	<p>5.4 (Previous = 5.1) <i>(Average = 5.0)</i></p>

Appendix B: Summary of Written Responses to Survey Open-Ended Questions and Interview Responses

Question 1: In reference to the City of Marion Our Values statement please make details on how the CEO's leadership could be enhanced.

Elected Members Summary

Overall the CEO is seen as performing well against the City's values, despite difficult circumstances. It is acknowledged that the outdoor staff agreement has been wearing on him and that he has "the unenviable job of balancing multiple wants and needs on most of the issues he deals with." He is seen as "speaking bravely and reporting and advising, although not without some fear of reprisal."

Suggestions given for improvement include:

- Take more time to speak to Elected Members as a group to share his vision and achievements. Individual meetings mean less awareness by some Elected Members of the problems he faces and achievements made
- Stand up to elected members and "do not allow ignorant comments to go unchallenged." "He needs to speak up and correct things in meetings and not worry about disrupting speaking lists etc."
- Enhance leadership by pushing greater expectations onto direct reports (while still maintaining end-point accountability). "Adrian is excellent, but there are times when his people could really lift in order to better support him (and Council)." There is recognition that senior leadership capability has an impact on the CEO's leadership
- Continue to practice creative problem solving
- Integrity in communication (one person commented on a difference between communication to an Elected Member and the community).

Question 2: What are the actions, practices and behaviours you really appreciate about this leader?

Elected Members Summary

Themes include:

- A consistent, work focused delivery of multiple projects, "where others would find the challenge too great"
- Frank and authentic communication. Listens to all points of view and is inclusive
- A personable approach and the ability to actively value others
- Candor and a willingness to discuss ideas and flesh them out
- Promptly follows up on questions and ideas. Makes the time to return phone calls
- Honesty and a willingness to admit to errors. Takes responsibility for past and future actions
- Accepts feedback and has the boldness to make the decisions that need to be made
- The changes made in relation to organisational culture - "We have become an organisation that is embracing change, we are challenging the way things are done. The CEO is leading staff towards innovation, accountability and looking for efficiencies through best practice or partnerships"
- Tolerance and resilience despite difficult circumstances – "exudes a calmness and strength in times of difficulty"
- Promotion of City Of Marion externally and strategic network building.

Question 3: What would you suggest are the actions, practices and behaviours he should do better, more often or less often that would build his effectiveness as a leader?

Elected Members Summary

Suggestions include:

- "Continue to be courageous and to lead by example"
- Speak up and challenge Elected Members
- Offer his opinion and vision more often (although there is some recognition that this can be difficult at present)
- Keep "slogging on with enterprise agreement and work allocation challenges"
- Celebrate success and highlight, where possible, the efficiencies being sought as well as ideas
- Hold direct reports to a higher standard and ensure accountable delivery. Improve the work performance and professionalism of some staff
- Prioritise and delegate less relevant issues to allow more focus on "what is important for the City rather than certain stakeholders"
- Improve reporting throughout the organisation - with "more executive summaries and less 25+ page essays."
- HR consultancy to assist the outdoor staff agreement negotiations.


Question 4: If you foresee any future challenges for this person/role over the next 12 months that may require the development of new or existing competencies, behaviours, or skills what might these be?

Elected Members Summary

Key future challenges are perceived as:

- Adapting to changed Council membership, with new members who require training and understanding of the work programme and who may not have an appreciation of "the hard work that been done to get the council in a better shape"
- Maintaining relations with the Mayor
- Maintaining some happiness in the role, when the challenges are great - ensuring his work-life balance is not compromised
- Reinforcing to Elected Members when staff have reached capacity in workload
- The decision around ELT contacts.

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Kathryn McEwen Psychology at Work

City of Marion Performance Review of Chief Executive Officer Adrian Skull 2018

Background to Report

This report provides part of the performance review of Adrian Skull, Chief Executive Officer (CEO) of the City of Marion. The assessment of leadership contained within it is based on:

- Responses to an on-line 360-degree leadership assessment
- Confidential interviews with three individuals.

Responses to 360-degree Survey

The 360-degree instrument chosen was the Executive Leadership Inventory (ELI) as this assesses performance against benchmarks on eleven competencies seen as critical in executive leadership. It also has provision for detailed written comments.

The competencies included in the survey are:

- Establishing focus
- Strategic thinking
- Business acumen
- Managing performance
- Management of attention
- Working with and influencing others
- Management of self
- Building collaborative relationships
- Interpersonal awareness⁴
- Emotional resilience
- Developing others.

Competency ratings

Descriptions of the competencies and associated behaviours, together with ratings for the CEO, are attached at Appendix A. Feedback scores were attained by averaging the responses received for eight Elected Members (EMs), five Direct Reports and 10 other leaders within Council who completed the ratings section of the survey. The scores are also compared to the average rating of a normative group of around 500 Australian executives.

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The results indicate that the CEO is performing at a level above the average executive on all 11 competencies. His particular strengths are 'emotional resilience', 'developing others' and 'interpersonal awareness'.

His highest rated behaviours (rated 5.7 – 5.8 out of 6) were:

- Is 'interpersonally mature' when dealing with others
- Accepts accountability for own actions and results
- Shows a genuine intent to attract and retain talent in the City
- Demonstrates poise and confidence in an executive leadership role
- Seeks and forges partnerships with key internal and external stakeholders that are mutually beneficial
- Clearly focuses on maximising stakeholder return
- Networks and forms positive relationships with others to generate benefits for the City
- Manages his emotions effectively within the workplace context
- Actively supports the development of future leaders of the City
- Encourages the building of respect and understanding when working with others.

His lowest rated behaviours across these competencies (still rated as 4.9 – 5.0 out of 6) were:

- Assigns clear responsibility/accountability to others
- Involves others in a process or decision to ensure their support
- Balances risk and reward when making commercial decisions that affect the City
- Develops comprehensive change strategies.

All other behaviours were rated as 5.1 and higher.

Additional behaviours that were assessed as well above the average for executives include:

- Seeking feedback from others to form accurate self-perceptions.
- Actively supports the development of future leaders of the City.

There was a high degree of consistency in ratings from all three groups indicating that he acts consistently with all of these cohorts.

Self-ratings by the CEO are highly comparable with those from his direct reports and elected members indicating a good level of self-awareness.

Ratings on nine of the 11 competencies have improved since 2017, with two remaining unchanged.

Written survey comments

The survey also included four open-ended questions, allowing written comments from eight Elected Members and five Direct Reports. Comments were also gained from 10 leaders (other than Direct Reports) within Council and three external parties who interact with the CEO. The external party respondents were not included in the ratings section of the survey as they would not have had opportunity to observe all of the competencies listed.

A summary of responses, by sub-groups, is attached at Appendix B. Direct quotes are inserted to illustrate identified themes.

The feedback overall is that the CEO provides strengths in the areas of:

- Consistent promotion and role modelling of City of Marion values
- Strategic and innovative thinking, with the drive to deliver and be accountable for results

- Exceptional interpersonal skills that have created an engaged workforce and strong external stakeholder relationships
- Empowering and inspirational leadership.

Specific future challenges include:

- Forging relationships and developing agreed priorities with a new elected member body
- Sustainability of staff workload against the number of projects and initiatives
- Personal resilience and happiness in the role.

Summary of Individual Interviews

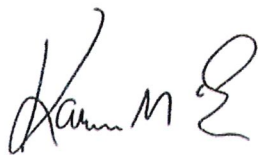
Interviews were conducted to gain a deeper understanding of the strengths and challenges identified during the 360-degree feedback survey. Interviewees included:

2 x Elected members

1 x Direct report.

To preserve anonymity, the themes from these interviews have been integrated into the written comments from the survey, as summarised in Appendix B. Opinions shared were highly consistent with those provided in the on-line survey.

In summary, the CEO is rated as performing above the average executive on all of the 11 competencies seen as critical to high performance. He is very well regarded, both personally and in his CEO role. All cohorts involved in the review process see him as leading effectively in what at times is a challenging internal and external environment.



Kathryn McEwen
Registered Organisational Psychologist

23rd July 2018

Appendix A: CEO Ratings on Competencies

Competency	Behaviours	Feedback Score (maximum = 6) Average = Average score for executives
Establishing Focus Providing direction to Council and developing and communicating objectives in support of the organisation's vision.	<ul style="list-style-type: none"> - Communicates a compelling vision for Council - Clearly enunciates strategic objectives for Council - Communicates a clear picture of what change is needed for Council - Establishes and communicates a strategic direction for Council - Develops comprehensive change strategies 	5.2 Previous 5.2 (Average = 5.0)
Strategic Thinking Analysing the organisation's position by considering the market and industry trends, existing and potential customers and strengths and weaknesses as compared to other organisations.	<ul style="list-style-type: none"> - Identifies long term opportunities for Council that clearly reflect an understanding of market conditions/trends - Determines how best to position the Council to achieve desired outcomes - Identifies the need for change by considering current trends and factors impacting Council - Understands the strengths and weaknesses of Council - Spends sufficient time focusing on strategic imperatives for Council 	5.3 Previous 5.2 (Average = 5.0)
Business Acumen Acumen in regard to financial competence, market awareness and risk management that assist in driving the organisation towards achievement of service excellence and business outcomes.	<ul style="list-style-type: none"> - Demonstrates a sound understanding of the financials that underpin the Council - Understands the key business drivers re Council - Balances risk and reward when making commercial decisions that affect the Council - Bases business decisions on a demonstrated understanding of commercial issues - Clearly focuses on maximising stakeholder return 	5.4 Previous 5.2 (Average = 5.2)
Managing Performance Has a clear sense of the ultimate objectives and bears this in mind when allocating resources, managing risk and making decisions. Ensures all actions are oriented towards successful outcomes. Accepts accountability for achieving required actions and/or outcomes.	<ul style="list-style-type: none"> - Provides helpful and specific feedback to others on their performance - Develops challenging yet achievable objectives for all direct reports - Ensures Unit strategies are executed and monitored - Assigns clear responsibility/accountability to others - Holds others accountable 	5.2 Previous 5.1 (Average = 4.9)

Management of Attention Has a 'presence' when communicating. Clearly attracts and holds the attention of others when communicating. Expresses self clearly in all situations and does so with appropriate assertiveness. Comes across with confidence in the executive role.	<ul style="list-style-type: none"> - Holds the attention/interest of others when communicating - Effectively negotiates to shape outcomes - Projects confidence in an executive leadership role - Clearly expresses thoughts and ideas in individual/group situations - Presents ideas and proposals assertively and persuasively 	5.5 Previous 5.4 <i>(Average = 5.1)</i>
Working and Influencing Others Impacting on the behaviour and decisions of others in a positive way that gains their support and contributes to effective results.	<ul style="list-style-type: none"> - Keeps promises and commitments to others - Accepts accountability for own actions and results - Behaves ethically, in a manner that is above reproach - Demonstrates an ability to find common ground and build rapport - Encourages the building of respect and understanding when working with others 	5.5 Previous 5.5 <i>(Average = 5.2)</i>
Management of Self Manages self in such a way that enhances one's leadership of Council. Identifies areas for own development and actively pursues ongoing learning and individual growth. Ethical in all that they do.	<ul style="list-style-type: none"> - Organises self and own work priorities effectively - Actively pursues own self development - Uses own and others' time effectively - Effectively balances personal life and work - Sets a good example for others by consistently engaging in ethical behaviour 	5.3 Previous 5.2 <i>(Average = 5.0)</i>
Building Collaborative Relationships Being able to develop, maintain and strengthen relationships with those inside and outside the organisation.	<ul style="list-style-type: none"> - Constructively influences others - Develops comprehensive strategies in consultation with key stakeholders - Seeks and forges partnerships with key internal and external stakeholders that are mutually beneficial - Networks and forms positive relationships with others to generate benefits for the Council - Gains support for Council's strategy from all relevant stakeholders 	5.4 Previous 5.3 <i>(Average = 5.1)</i>
Interpersonal Awareness Noticing, interpreting and anticipating others' concerns and feelings, and communicating this awareness to others.	<ul style="list-style-type: none"> - Seeks feedback from others to form accurate self-perceptions - Understands the impact he has on others - Effectively uses empathy when appropriate - Encourages others to express candid and contrary views - Understands that people are different from one another and treats people accordingly 	5.4 Previous 5.1 <i>(Average = 4.8)</i>

<p>Emotional Resilience</p> <p>Has the capacity to work through stressful and difficult situations and retain composure. Remains calm in a crisis and identifies and manages their own emotions.</p>	<ul style="list-style-type: none"> - Demonstrates poise and confidence in an executive leadership role - The ability to identify and manage their own moods and emotions - Remains calm and deliberate under conditions of emotional or work-related stress - Is 'interpersonally mature' when dealing with others - Manages his/her emotions effectively within the workplace context 	<p>5.6 Previous 5.5 (Average = 5.1)</p>
<p>Developing Others</p> <p>Having a willingness to work with others and facilitate coaching and other learning interventions where others are stretched and challenged to develop their capabilities (knowledge and skills). A strong emphasis on attracting and retaining talent in the organisation.</p>	<ul style="list-style-type: none"> - Shows a genuine intent to attract and retain talent in the Council - Listens attentively to others' ideas and concerns - Willing to work with others to develop their competencies - Involves others in a process or decision to ensure their support - Actively supports the development of future leaders of the Council 	<p>5.5 Previous 5.3 (Average = 5.0)</p>

Previous = 2017 ratings

Appendix B: Summary of Written Responses to Survey Open-Ended Questions and Interview Responses

Question 1: In reference to the City of Marion Our Values statement please make details on how the CEO's leadership could be enhanced.

Elected Members Summary

Overall, the CEO is seen as performing well against the City's values, despite difficult circumstances. It is acknowledged that the outdoor staff agreement has been wearing on him and that he has "the unenviable job of balancing multiple wants and needs on most of the issues he deals with." He is seen as "speaking bravely and reporting and advising, although "not without some fear of reprisal."

Suggestions given for improvement include:

- Take more time to speak to Elected Members as a group to share his vision and achievements. Individual meetings mean less awareness by some Elected Members of the problems he faces and achievements made
- Stand up to Elected Members and "do not allow ignorant comments to go unchallenged." "He needs to speak up and correct things in meetings and not worry about disrupting speaking lists etc."
- Enhance leadership by pushing greater expectations onto direct reports (while still maintaining end-point accountability). "Adrian is excellent, but there are times when his people could really lift in order to better support him (and Council)." There is recognition that senior leadership capability has an impact on the CEO's leadership
- Continue to practice creative problem solving
- Integrity in communication (one person commented on a difference between communication to an Elected Member and the community).

Direct Reports Summary

This cohort believes that the CEO places high priority on embedding City of Marion values and lives them. "He treats others with respect, he always acts with personal and corporate integrity, he is achievement focused, and has single handedly brought innovation in to be a day to day word."

Requests include:

- More informal interaction with the team – "Adrian is always so busy that he seldom has time to chat"
- Slow down a little to ensure he involves the relevant people, or delegates. This will allow people to lead and/or provide input in their areas of responsibility
- Provide clear advice to Elected Members on project prioritising - ensuring the organisation is not overloaded with an ambitious agenda.

Other Leaders Summary

There is general consensus from this group that "Adrian lives, demonstrates and breathes these values."

Suggestions for fine-tuning include:

- Reduce red tape and reporting
- Be more frank and courageous with Elected Members
- Provide more clarity on the top priority of the Council
- Close the "gap between the "vision" and the "doing"

- Better articulate what real achievement on the ground looks like, or use staff to articulate and agree on this
- Continue to improve the drive on accountability. Provide more support in removing barriers to delivery/achievement
- Improve promotion of initiatives taken by the City
- Celebrate success. "The organisation is achieving some great outcomes and I am not sure we really celebrate that success fully which would lead and encourage further achievement"
- Continue to pursue 'informed risk taking' and better articulate what this and 'turn up the volume' and 'create a buzz' mean so that they can be more tangibly supported by others
- Recognise that a results focus and keenness to get things done can mean proper process and due diligence can be overlooked and commitments made can be unrealistic. This can create tension and stress amongst staff. "Adrian needs skilled managers to support him. He needs to ensure he doesn't allocate projects/tasks to 'yes' people, but rather those who will give solid and sound advice"
- Ensure the accuracy of information before forming opinions or making a decision. "People are sometimes telling him what they think he wants to hear rather than what is really happening"
- Ensure staff do not by-pass managers when they go to see him.

External Stakeholders Summary

Peers observe the CEO living the values and promoting them through his leadership style externally but are unable to comment on how this translates to day to day leadership in City of Marion.

"As a peer, it is obvious to me that he works with a high level of respect and a consideration of how respect is realised in his work and community context. I have no questions with regard to his Integrity and its visibility in how he works. Adrian is a Council CEO who I think balances well the promotion of achievement, something that typically is either not down or played down or overplayed by others that I see in similar roles, so I'd suggest more of the same here. I have also had opportunity to discuss innovation and approaches considered by the City of Marion and its staff."

"If I were to make one observation in general it would be to keep leading loudly so that staff see the embodiment of those values in their CEO, which I believe that Adrian is currently doing."

Question 2: What are the actions, practices and behaviours you really appreciate about this leader?

Elected Members Summary

Themes include:

- A consistent, work focused delivery of multiple projects, "where others would find the challenge too great"
- Frank and authentic communication. Listens to all points of view and is inclusive
- A personable approach and the ability to actively value others
- Candor and a willingness to discuss ideas and flesh them out
- Promptly follows up on questions and ideas. Makes the time to return phone calls
- Honesty and a willingness to admit to errors. Takes responsibility for past and future actions
- Accepts feedback and has the boldness to make the decisions that need to be made
- The changes made in relation to organisational culture - "We have become an organisation that is embracing change, we are challenging the way things are done. The CEO is leading staff towards innovation, accountability and looking for efficiencies through best practice or partnerships"
- Tolerance and resilience – "exudes a calmness and strength in times of difficulty"

- Promotion of City Of Marion externally and strategic network building.

Direct Reports Summary

On a personal level, direct reports appreciate the CEO's honesty, passion and work ethic. He is seen as able to relate to people at all levels and "always has the right thing to say at the right time." He has used his interpersonal skills to develop networks beneficial to City of Marion.

When working with direct reports, the CEO enables autonomy and flexibility and is appreciative of effort. They consider that he cares about them and is available to talk through issues when needed.

The CEO is seen as visionary and providing solid strategic direction. His staff perceive him as focused, hard-working and only wanting the best for the City of Marion, while expecting his staff to do the same. He has embraced innovation and forged effective external partners to drive this including NVI, SAEDB and Tonsley

Adrian is seen as a very supportive leader who develops open and trusting relationships and provides honest constructive feedback that "enables people to learn and grow." He invests in leadership development and actively engages with all staff across the organisation through attendance at team meetings and an open, approachable style.

Other Leaders Summary

Many comment on the CEO's confidence presence and excellent interpersonal skills and ability to make time and engage positively with everyone. He is seen as valuing people, a strong advocate for development and growth and a great motivator who "leaves you feeling empowered" He takes time to be visible, understands the pressure points and issues in teams and encourages open feedback. There is clarity around direction and expectations.

Adrian is seen as someone who is focused on the community, has a positive vision for the City "gets things done and looks for ideas to improve organisational performance."

External Stakeholders Summary

"I get to work with many council CEO's and their respective leadership teams. Adrian is in my view one of the exemplar performers among his peers and across leaders I work with in other sectors. He is collegial, engages in open dialogue, is clear about his/councils position on matters and takes responsibility for his end of any transaction. The work I undertake with Adrian has given rise to looking ahead and in that arena I also value his foresight and strategic headset. It is clear that he is not a transactional CEO, but one that is consistently looking to ensure that the City of Marion can be positioned to move forward."

Question 3: What would you suggest are the actions, practices and behaviours he should do better, more often or less often that would build his effectiveness as a leader?

Elected Members Summary

Suggestions include:

- "Continue to be courageous and to lead by example"
- Speak up and challenge Elected Members
- Offer his opinion and vision more often (although there is some recognition that this can be difficult at present)

- Keep “slogging on with enterprise agreement and work allocation challenges”
- Celebrate success and highlight, where possible, the efficiencies being sought as well as ideas
- Hold direct reports to a higher standard and ensure accountable delivery. Improve the work performance and professionalism of some staff
- Prioritise and delegate less relevant issues to allow more focus on “what is important for the City rather than certain stakeholders”
- Improve reporting throughout the organisation - with “more executive summaries and less 25+ page essays.”
- HR consultancy to assist the outdoor staff agreement negotiations.

Direct Reports Summary

Suggestions from direct reports include:

- Continue to increase leader accountability and consequences
- Empower teams more at times. Reach out and let them assist and support in him in navigating complex processes
- Spend a few minutes to engage informally with staff. “Adrian is an excellent leader of people and when you have the opportunity to engage in a conversation with him, it is really enjoyable, there is the human element there that the majority of staff do not get to see”
- Slow down and plan things a little more occasionally - to ensure key people are involved and that he obtains advice from relevant people. “He likes to get involved in projects and keep them moving but sometimes we need to be more involved in the strategy.”

Other Leaders Summary

Ideas for development include:

- Work more closely with SLT. They need to hear directly from CEO directions, setting priorities, expectations, opportunities and challenges as at times it can be filtered by ELT. Better use of his EA to follow-up on SLT tasks, freeing him up to focus on strategic matters
- Be more assertive with elected members and push back rather than ‘pleasing’ them when the action may create a misalignment with staff and their working values
- Less dad jokes and reference to BAE
- To ensure that managers are not by-passed when meeting with staff members independently
- Be mindful that the “desire to jump in and solve problems, and take action quickly” may stop effective decision-making or engagement of others in the process.
- Less frequent informational emails, particularly outside business hours.

External Stakeholders Summary

Limited opportunity for observation.

Question 4: If you foresee any future challenges for this person/role over the next 12 months that may require the development of new or existing competencies, behaviours, or skills what might these be?

Elected Members Summary

Key future challenges are perceived as:

- Adapting to changed Council membership. New members who require training and understanding of the work programme and who may not have an appreciation of “the hard work that been done to get the council in a better shape”

- Maintaining relations with the Mayor
- Maintaining some happiness in the role, when the challenges are great - ensuring his work-life balance is not compromised
- Reinforcing to Elected Members when staff have reached capacity in workload
- The decision around ELT contacts.

Direct Reports Summary

This cohort considers the main challenge to be the Council elections. There will be a need to lead the organisation "through a heightened political environment", induct and build relationships with new members with different expectations and a need to "build their understanding and trust in the organisation." The CEO is seen as politically astute and able to do this well and there is hope that he will stay with City of Marion.

Also raised as a concern is the pressure and timelines placed on leaders by the CEO given that he is driven and focused and wants to take action quickly.

Other Leaders Summary

Once again, the main challenge, which the CEO is seen as well qualified to manage, is a new Elected Member body and the need to build strong relationships with it and align member agendas. It is suggested that there will need to be more advocacy at the State and Federal Government level if the current Mayor is not re-elected. "Having a values based discussion with the new elected member body and setting up clear expectations in November 2018 will be great first step."

There are a considerable amount of projects and new initiatives ahead in 2018/19 and ensuring projects are kept on track will be critical. Against this background there are risks associated with parts of the workforce that are overworked and have potential for burnout, or for mistakes given the pace of work. It will be challenging to provide optimal organisational resources to maintain business as usual operations as well as a significant number of new initiatives and projects.

There is concern that, dependent on the results of the election, the CEO may choose to leave and that this will have a significant impact on the City of Marion's capacity to continue to deliver on its plans.

External Stakeholders Summary

"With a recently concluded State Election, pending Council elections and significant reforms such as rate capping and other initiatives, a focus on being structured to deal with these types of changes, whilst having an eye on the varied day to day needs of the role would be an area of focus. Again, I don't see any capability gaps in Adrian to manage and lead through these. As a peer I have confidence in his abilities and see an opportunity with such change ahead to ensure that the City of Marion looks to have him secured in place to manage through such a time, I know that there many who would be very keen to have a talent such as his within their organization."

Appendix 3: Total Remuneration Package details – G6 Councils and Adelaide City Council Chief Executive Officers

Council Name	Position Title	TRP	Cash	Super	Car	Prof Dev	Phone	Rent	Other
G6 (Metropolitan)									
City of Adelaide	Chief Executive Officer	341,000	297,580	28,590	9,830	5,000	0	0	0
City of Onkaparinga	CEO	339,069	286,463	28,646	19,890	0	1,680	0	2,390
City of Tea Tree Gully	Chief Executive Officer	278,000	252,516	23,484	0	0	0	0	2,000
City of Salisbury	Chief Executive Officer	337,021	302,023	29,598		1,000			
City of Charles Sturt	Chief Executive Officer	311,100			Yes				
City of Marion	Chief Executive Officer	295,820	259,197	24,623	12,000				

* Note McArthur are no longer providing a remuneration report. They were able to provide data for the City of Adelaide, Onkaparinga and Tee Tree Gully. The (available) data was obtained for the City of Salisbury and Charles Sturt via the public salary registers.