

**GENERAL MANAGER'S PERFORMANCE REVIEW**  
**YEAR:**

<b>Officer</b>	<b>Indicator</b>	<b>Note</b>	<b>Score</b>	<b>Positives</b>	<b>Opportunities for Improvement</b>
	Financial Performance	1			
	Annual Management Plan Delivery	2			
	Achievement of Specific Initiatives	3			
	Strategic Outlook	4			
	Human Resources Management	5			
	Government/Board/E MT Responsiveness	6			
	Service Delivery Focus	7			
	Quality of Work	8			
	Personal Qualities	9			
	<b>TOTAL</b>				

**0 – CONSIDERABLE IMPROVEMENT REQUIRED**

**2.5 – AVERAGE PERFORMANCE**

Meets expectations in relation to more than 50% of the specified requirements and exceeds expectations in more than about 25% of them.

**5 – GOOD PERFORMANCE**

Consistently meets expectations in relation to more than 75% of the specified requirements and exceeds expectations in more than about 25% of them

**7.5 – VERY GOOD PERFORMANCE**

Consistently meets expectations in relation to all of the specified requirements but exceeds expectations in more than about 30% of them.

**10 – OUTSTANDING PERFORMANCE**

Consistently exceeds expectations in relation to every respect of all of the specified requirements

## **GENERAL MANAGER'S PERFORMANCE REVIEW**

### **EXPLANATORY NOTES**

#### **NOTE 1 – FINANCIAL PERFORMANCE**

- **The approved budget and related programs are delivered.**
- A high level of understanding in relation to budgetary and financial matters is demonstrated.
- All significant and potential variances to approved budgets are identified and addressed promptly in accordance with Policy.
- The Executive Management Team and Council are adequately advised on financial strategies and creative approaches are applied to addressing these.
- Budgets are developed in accordance with the prescribed principles.
- Financial reporting is accurate, timely and easily understood.
- A pro-active approach to effective financial management and planning is evident.
- A corporate approach to the financial management of the council is demonstrated.

#### **NOTE 2 – ANNUAL MANAGEMENT PLAN DELIVERY**

- A strong commitment to the Annual Management Planning process is evident.
- The approved Annual Management Plan objectives are delivered as programmed.
- Approved plans are implemented in accordance with established timeframes and budgets.
- Organisational arrangements are in place that foster a strong commitment by staff to the achievement of the Annual Management Plan objectives.
- Unit business plans and staff personal development plans are aligned to the Annual Management Plan.
- A pro-active approach to the development of the Annual Management Plan is evident.

- All significant and potential variances to approved Annual Management Plan objectives are identified and addressed promptly in accordance with Policy.

### **NOTE 3 – ACHIEVEMENT OF SPECIFIC INITIATIVES**

- Specific initiatives, included in the Council's Corporate Plan objectives, and which provide special benefit to the Council, are developed and delivered.

### **NOTE 4 – STRATEGIC OUTLOOK**

- Demonstrated capacity to forecast and plan for the future.
- Annual, medium and long term plans and objectives are developed.
- Modifications to existing plans and policies are recommended to take full advantage of and/or accommodate changing circumstances.
- Capacity is displayed in responding to changing circumstances with innovative, practical ideas and actions.
- Goal and action orientation is evident when addressing issues.
- An understanding and application of new technologies in management is demonstrated.
- Potential risks, significant community trends, threats and opportunities for the Council in relation to financial, environmental, legal, political, technological and social factors, are identified and these are incorporated into the decision-making process.
- Commitment to the Council's environmental objectives is displayed.
- The appropriate emergency and contingency plans are in place.
- Organisational arrangements are regularly reviewed to reflect changing conditions.
- The council is promoted at all opportunities in an effective and positive manner.

### **NOTE 5 – HUMAN RESOURCES MANAGEMENT**

- Regular reviews of management performance are conducted and action is taken to improve performance where necessary.
- The level of management competence is sufficient to ensure the effective provision and/or implementation of policy/programs, and the day to day delivery of service.
- Succession planning and adequate arrangements are evident to ensure continuity of organisational performance in the absence of key management personnel.
- The Council's goals, strategies and decisions are clearly and concisely communicated to staff and stakeholders.
- Best practice human resource management is pursued.
- An open-door accessibility policy is maintained.
- Effective staff (industrial) relations are established and maintained.

#### **NOTE 6 – GOVERNMENT/COUNCIL RESPONSIVENESS**

- Contributions to meetings are constructive and add value to decision making.
- Reports and briefing notes are well considered, objective, succinct and timely.
- All ceremonial and protocol situations are adequately provided for.
- Decisions of the council are implemented in accordance with Council directions.
- All contracts and other commitments binding the Council are properly documented, adhered to and are in accordance with statutory and common law requirements.
- A high level of commitment to the objectives, policies and direction of the Council is evident.
- Both the Council and the Executive Management Team are fully and properly informed on issues.
- Working relationships with appropriate State and Federal Government representatives are established and maintained.
- Working relations with appropriate sector associations are established and maintained.
- All approved delegations and administrative authorities are implemented within policy and resource constraints.

## **NOTE 7 – SERVICE DELIVERY FOCUS**

- All stakeholder concerns are dealt with honestly, fairly, impartially and promptly.
- Organisational arrangements are policy and administrative procedures are established and maintained to:
  1. Resolve stakeholder concerns and queries quickly and satisfactorily; and
  2. Enable stakeholders to contact the relevant Director or Manager, as required
- A customer service culture is developed and maintained (ie an administration which is responsive to problems and concerns of individuals).
- Prompt responses (either written or oral) are provided to enquiries/complaints.
- Enhancement of internal and external service delivery, measured through independent survey, is evident.

## **NOTE 8 – QUALITY OF WORK**

- Written and verbal communications are effective in dealing with stakeholders
- A focus on sustainable continuous improvement is evident.
- Enhancement of organisational performance, measured through an appropriate self-assessment process, is evident.
- Enhancement of the Council's Safety First culture (i.e. an improvement in OH &S performance as measured independently) is evident.

## **NOTE 9 – PERSONAL QUALITIES**

- Technical/professional competence required of the position is demonstrated.
- Demonstrates capacity to lead by example.
- Decisive – makes decisions and carried them out promptly.
- Exhibits enthusiasm being responsive and inspiring.
- Demonstrates security and confidence, not needing to depend on others constantly.

- Maintains high principles, has strong ethical principles, dependable, trustworthy.
- Demonstrates teamwork and participates in corporate programs/functions.
- Holds to the philosophy that “the organisation is bigger than the individual”.
- Demonstrates the capacity to be a ‘healer’ – bringing people together.
- A rational decision forming process for the examination of issues is applied.
- Demonstrates flexibility – open to change, can compromise, seeks consensus.