



## CEO PERFORMANCE REVIEW PANEL

### NOTICE OF MEETING

To: **Members**

Cr Chris Grant, Presiding Member

Mayor Jan-Claire Wisdom

Cr Nathan Daniell

Cr Kirsty Parkin

Ms Janet Miller, Independent Member

Notice is given pursuant to the provisions under Section 87 of the *Local Government Act 1999* that the next meeting of the CEO Performance Review Panel will be held on:

**Thursday 28 September 2023**

**6.00pm**

**63 Mt Barker Road Stirling**

A copy of the Agenda for this meeting is supplied under Section 87 of the Act.

Committee meetings are open to the public and members of the community are welcome to attend. Public notice of the Agenda for this meeting is supplied under Section 88 of the Act.

A handwritten signature in black ink, appearing to read 'GG', is positioned above the name of the Chief Executive Officer.

**George Georgopoulos**  
**Chief Executive Officer**



## CEO PERFORMANCE REVIEW PANEL

**AGENDA FOR MEETING**  
**Thursday 28 September 2023**  
**6.00pm**  
**63 Mt Barker Road Stirling**

### ORDER OF BUSINESS

**1. COMMENCEMENT**

- 1.1. Acknowledgement of Country

*Council acknowledges that we meet on the traditional lands and waters of the Peramangk and Kaurna people. We pay our respects to Elders past, present and emerging as the Custodians of this ancient and beautiful land. Together we will care for this country for the generations to come.*

**2. APOLOGIES/LEAVE OF ABSENCE**

- 2.1. Apology  
Apologies were received from .....
- 2.2. Leave of Absence
- 2.3. Absent

**3. MINUTES OF PREVIOUS MEETINGS**

**CEO Performance Review Panel – 27 July 2023**

*That the minutes of the CEO Performance Review Panel meeting held on 27 July 2023 as supplied, be confirmed as an accurate record of the proceedings of that meeting.*

**4. PRESIDING MEMBER'S OPENING REMARKS**

**5. DELEGATION OF AUTHORITY**

The CEO Performance Review panel operates in accordance with the relevant sections of the *Local Government Act 1999*, and its Terms of Reference.

**6. DECLARATION OF CONFLICT OF INTEREST BY MEMBERS OF THE PANEL**

**7. OFFICER REPORTS – DECISION ITEMS**

7.1. CEO Interim Performance Review and Development Report – Appendix to be provided as a late item.

7.2. CEO Probation Review Survey and Key Performance Indicators

**8. MOTIONS WITHOUT NOTICE**

**9. QUESTIONS WITHOUT NOTICE**

**10. NEXT MEETING**

The next CEO Performance Review Panel meeting will be held on Thursday 14 December 2023, from 6.00pm at 63 Mt Barker Road, Stirling

**11. CLOSE MEETING**

**ADELAIDE HILLS COUNCIL  
CEO PERFORMANCE REVIEW PANEL COMMITTEE  
MINUTES OF MEETING  
THURSDAY 27 JULY 2023  
63 MT BARKER ROAD STIRLING**

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In Attendance

**Presiding Member:** Cr Chris Grant

**Members:**

Ms Janet Miller	Independent Member via Teams
Mayor Jan-Claire Wisdom	
Cr Nathan Daniell	

In Attendance:

Greg Georgopoulos	Chief Executive Officer
Melissa Grimes	Consultant - Governance / Minute Secretary

**1. COMMENCEMENT**

The meeting commenced at 6:00pm

**1.1. Acknowledgement of Country**

Council acknowledges that we meet on the traditional lands and waters of the Peramangk and Kaurna people. We pay our respects to Elders past, present and emerging as the Custodians of this ancient and beautiful land. Together we will care for this country for the generations to come.

**2. APOLOGIES/LEAVE OF ABSENCE**

**2.1 Apology**

Cr Kirsty Parkin

**2.2 Leave of Absence**

**2.3 Absent**

Nil

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Presiding Member \_\_\_\_\_ 28 September 2023

**ADELAIDE HILLS COUNCIL  
CEO PERFORMANCE REVIEW PANEL COMMITTEE  
MINUTES OF MEETING  
THURSDAY 27 JULY 2023  
63 MT BARKER ROAD STIRLING**

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**3. MINUTES OF PREVIOUS MEETINGS**

**3.1 CEO Performance Review Panel Meeting – 6 July 2023**

Moved Mayor Jan-Claire Wisdom  
S/- Cr Nathan Daniell

PRP7/23

That the minutes of the CEO Performance Review Panel meeting held on 6 July 2023 as distributed, be confirmed as an accurate record of the proceedings of that meeting.

<b>Carried Unanimously</b>
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**4. PRESIDING MEMBER'S OPENING COMMENTS**

Cr Chris Grant welcomed Mr Greg Georgopoulos, Chief Executive Officer, to Council.

**5. DELEGATION OF AUTHORITY**

The CEO Performance Review Panel operates in accordance with the relevant sections of the *Local Government Act 1999*, and its Terms of Reference.

**6. DECLARATION OF CONFLICT OF INTEREST BY MEMBERS OF THE COMMITTEE**

Nil

**7. OFFICER REPORTS – DECISION ITEMS**

**7.1 CEO Probationary Period Performance Review**

Moved Mayor Jan-Claire Wisdom  
S/- Cr Nathan Daniell

PRP8/23

The CEO Performance Review Panel resolves that the report be received and noted.

<b>Carried Unanimously</b>
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**ADELAIDE HILLS COUNCIL  
CEO PERFORMANCE REVIEW PANEL COMMITTEE  
MINUTES OF MEETING  
THURSDAY 27 JULY 2023  
63 MT BARKER ROAD STIRLING**

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**8. MOTIONS WITHOUT NOTICE**

Nil

**9. QUESTIONS WITHOUT NOTICE**

Nil

**10. CONFIDENTIAL ITEMS**

Nil

**11. NEXT MEETING**

The next ordinary meeting of the CEO Performance Review Panel will be held on Thursday 28 September 2023 from 6.00pm at 63 Mt Barker Road Stirling.

**12. CLOSE MEETING**

The meeting closed at 6:17pm.

**ADELAIDE HILLS COUNCIL**  
**CEO PERFORMANCE REVIEW PANEL MEETING**  
**Thursday 28 September 2023**  
**AGENDA BUSINESS ITEM**

**Item:** 7.1

**Responsible Officer:** Anne Pett  
Manager People & Culture  
Corporate Services

**Subject:** Interim Performance Review & Development Report

**For:** Decision

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**SUMMARY**

The Chief Executive Officer, Greg Georgopoulos, was engaged under an Employment Agreement (the "Agreement") executed on 18 May 2023 and commenced in the role on 17 July 2023.

The Agreement provides for a probation period.

Council has resolved that as part of the probation period, the CEO will prepare and present the Interim Performance Review & Development Report (the "IPRDR") to the Panel in Weeks 11 and 22 of the probation period.

The IPRDR documents the key activities, achievements and challenges experienced in relation to each Key Responsibility area from the CEO's Position Description to enable a discussion with the Panel on the conduct of the role and to identify any areas or support or development required.

**RECOMMENDATION**

**The CEO Performance Review Panel resolves:**

- 1. That the report be received and noted**
  - 2. That the Week 11 - Interim Performance Review & Development Report is received and noted.**
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**1. BACKGROUND**

The Chief Executive Officer, Greg Georgopoulos, was engaged under an Employment Agreement (the "Agreement") executed on 18 May 2023 and commenced in the role on 17 July 2023.

Probationary Period

The executed CEO Employment Agreement contains the following clause regarding probation:

#### 4. PROBATIONARY PERIOD

- 4.1 The Council engages the CEO for a probationary period of six months from the Commencement Date. The Parties agree that the probationary period is a fair and reasonable period for the Council to assess the CEO's performance.
- 4.2 The Council (or any established CEO Review Panel) may review the CEO's performance and discuss it with the CEO before the end of the probationary period. The Council (or any established CEO Review Panel) may also discuss the CEO's performance with the CEO during the probationary period.
- 4.3 At any time during the probationary period, either party may terminate the Employment for any reason by giving one month's notice to the other Party.
- 4.4 If the Council terminates the CEO's employment during the probationary period, it may pay one month's pay to the CEO in lieu of notice. This right of termination (if exercised) is at the Council's absolute discretion and without further liability.
- 4.5 The Council may, at its absolute discretion, pay in lieu of the whole or part of that notice period.

At its 6 July 2023 meeting, the Panel considered a report setting out a proposed CEO Probationary Period Performance Review Process (the "CPPPRP"). In consideration of the report the Panel resolved as follows:

#### 7.2 Substantive CEO Employment

Moved Cr Kirsty Parkin

S/- Independent Member Janet Miller

PRP6/23

The CEO Performance Review Panel resolves:

1. That the report be received and noted.
2. To recommend to Council that the CEO Performance Review Panel has noted the Remuneration Tribunal of SA's '2023 Inaugural Review of Minimum and Maximum Remuneration for Local Government Chief Executive Officers' Report and Determination 4-2023 and does not recommend a TEC Package Review be undertaken at this time.
3. To recommend to Council to approve the proposed CEO Probationary Period Performance Review Process as detailed in Item 7.2, CEO Performance Review Panel Agenda – 6 July 2023.
4. To advise Council that the CEO Performance Review Panel intends to develop annual Key Performance Indicators in accordance with clause 17.4 of the CEO Employment Agreement.
5. To recommend to Council that an appropriate budget is allocated to enable the engagement of an external consultant to assist the CEO Performance Review Panel with the development of Key Performance Indicators and the development and conduct of the Probation Review Survey as part of the CEO Probationary Period Performance Review Process.

Carried Unanimously
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In accordance with part 3 of the above resolution Council considered a report at its 11 July 2023 meeting providing the Panel’s recommendation to Council. In consideration of that item Council resolved (Res 192/23) as follows (relevant part of resolution shown):

**4. To approve the proposed CEO Probationary Period Performance Review Process with the follow key activities/milestones:**

<b>Week 1 (w/b 17/7/23)</b>	<b>Substantive CEO commences</b>
<b>Week 2 (w/b 24/7/23)</b>	<b>CEOPRP meets with Substantive CEO and sets out the CPPPRP and agrees the broader Performance Review Process (see next section)</b>
<b>Week 11 (w/b 25/9/23)</b>	<b>CEOPRP:</b> <ul style="list-style-type: none"> <li>• <b>Receives the Interim Performance Review &amp; Development Report from the Substantive CEO</b></li> <li>• <b>Discusses Key Performance Indicators with Substantive CEO and makes recommendation to Council for adoption of Indicators.</b></li> <li>• <b>Finalises Probation Review Survey contents</b></li> </ul>
<b>Week 17 (w/b 6/11/23)</b>	<b>Consultant administers the Probation Review Survey</b>
<b>Week 22 (w/b 11/12/23)</b>	<b>CEOPRP:</b> <ul style="list-style-type: none"> <li>• <b>Receives the Interim Performance Review &amp; Development Report from Substantive CEO</b></li> <li>• <b>Considers Probation Review Survey Report from the Consultant and makes recommendation to Council.</b></li> </ul>
<b>Week 23 (w/b 18/12/23)</b>	<b>Council considers CEOPRP recommendation regarding performance and determines continuance/cessation.</b>
<b>Week 27 (w/b 15/1/24)</b>	<b>Probation period ends 16/1/24</b>

With the CPPPRP adopted, the Panel met again on 27 July 2023, with new CEO, Greg Georgopoulos, present for the express purpose of enabling a discussion between the Panel and the CEO on the resolved position and expectations in relation to the CPPPRP.

**2. ANALYSIS**

➤ **Strategic Management Plan/Functional Strategy/Council Policy Alignment**

*Strategic Plan 2020-24 – A brighter future*

Goal	Organisation
Objective O1	We have the right people with the right knowledge and skills in the right jobs and they are supported and developed.
Priority O1.4	Continue to support all staff through training, mentoring, coaching and development to enable the achievement of organisational and community goals.
Objective O5	We are accountable, informed, and make decisions in the best interests of the whole community.
Priority O5.3	Demonstrate accountability through robust corporate planning and reporting that enhances performance, is relevant and easily accessible by the community.

➤ **Legal Implications**

The CEO Performance Review Panel is a Section 41 Committee of Council under the *Local Government Act 1999*.

There are no legislative implications in relation to the CEO's probation period however, as identified above, there are contractual obligations in relation to the CEO's Employment Agreement.

➤ **Risk Management Implications**

Undertaking regular review of the CEO's performance is an important control in mitigating the risk of:

*Deficient CEO performance review practices resulting in a lack of accountability and loss of stakeholder confidence.*

Inherent Risk	Residual Risk	Target Risk
Medium (3C)	Low (2D)	Low (2D)

*Non-achievement of CEO Performance Targets resulting in loss of community benefit and/or opportunities and/or stakeholder confidence.*

Inherent Risk	Residual Risk	Target Risk
High (3B)	Medium (3C)	Medium (3C)

Note: there are many other controls that also assist in managing these risks.

➤ **Financial and Resource Implications**

The financial implications associated with the use of external consultants for elements of the probationary period review have now been incorporated into the 2023-24 Budget.

The resource implications associated with the Panel's processes are borne by the People & Culture Department.

➤ **Customer Service and Community/Cultural Implications**

There is a community expectation that the CEO will perform competently and meet expectations to achieve the required outcomes for the organisation.

➤ **Sustainability Implications**

Not directly applicable

➤ **Engagement/Consultation conducted in the development of the report**

Engagement and/or consultation on the development of this report was as follows:

*Council Committees:* Discussions with the CEOPRP Presiding Member have occurred in the development of the report.

*Council Workshops:* Not applicable.

*Advisory Groups:* Not applicable.

*External Agencies:* Not applicable

*Community:* Not applicable

➤ **Additional Analysis**

Interim Performance Review & Development Report

Of specific relevance to this report, the Interim Performance Review & Development Report (the “IPRDR”) is based on the Quarterly Performance Review & Development Process which consists of a document structured along the lines of the Key Responsibilities of the CEO Position Description. On a quarterly basis the CEO documents the key activities, achievements and challenges experienced in relation to each Key Responsibility area to enable a discussion with the Panel on the conduct of the role and to identify any areas or support or development required.

As per the Panel’s recommendation and the Council’s resolution, the IPRDR will be completed at two times during the probation period (in this report for Week 11 and then again at Week 22).

The CEO was provided with and has completed the IPRDR and it is at **Appendix 1** for the Panel’s consideration and discussion with the CEO.

**3. OPTIONS**

The Panel has the following options:

- I. To receive and note the report and the Week 11 - IPRDR (Recommended)
- II. To resolve any specific actions that need to be undertaken as a result of the matters identified in the Week 11 - IPRDR

**4. APPENDICES**

- (1) Interim Performance Review & Development Report – Greg Georgopoulos – Week 11

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# **Appendix 1**

*Interim Performance Review & Development Report –  
Greg Georgopoulos – Week 11*

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**ADELAIDE HILLS COUNCIL**  
**CEO PERFORMANCE REVIEW PANEL MEETING**  
**Thursday 28 September 2023**  
**AGENDA BUSINESS ITEM**

**Item:** 7.2

**Responsible Officer:** Anne Pett  
Manager People & Culture  
Corporate Services

**Subject:** CEO Probation Review Survey & Key Performance Indicators

**For:** Decision

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**SUMMARY**

The Chief Executive Officer, Greg Georgopoulos, was engaged under an Employment Agreement (the "Agreement") executed on 18 May 2023 and commenced in the role on 17 July 2023.

The Agreement provides for a probation period.

Council has resolved that as part of the probation period, it will implement a CEO Probationary Period Performance Review Process (the "CPPPRP"). One element of the CPPPRP is the conduct of a Probation Review Survey to be completed by the CEO, Council Members, and the Directors towards the end of the probation period.

The Agreement provides for Key Performance Indicators (the "KPIs") to be developed, in consultation with the CEO, within 3 months of the Commencement Date.

The purpose of this report is to provide the Panel with the status of the consultancy work arising from the 18 September CEOPRP workshop to develop the Probation Review Survey and the KPIs and to propose a way forward to finalise these matters ready for implementation.

**RECOMMENDATION**

**The CEO Performance Review Panel resolves:**

- 1. That the report be received and noted.**
- 2. To further refine and develop the Probation Review Survey and Key Performance Indicators in order to produce a revised '2023 Probation Review Documentation' for adoption at a later CEOPRP meeting.**

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**1. BACKGROUND**

The Chief Executive Officer, Greg Georgopoulos, was engaged under an Employment Agreement (the "Agreement") executed on 18 May 2023 and commenced in the role on 17 July 2023.

### Probationary Period

The executed CEO Employment Agreement contains the following clause regarding probation:

#### **4. PROBATIONARY PERIOD**

- 4.1 The Council engages the CEO for a probationary period of six months from the Commencement Date. The Parties agree that the probationary period is a fair and reasonable period for the Council to assess the CEO's performance.
- 4.2 The Council (or any established CEO Review Panel) may review the CEO's performance and discuss it with the CEO before the end of the probationary period. The Council (or any established CEO Review Panel) may also discuss the CEO's performance with the CEO during the probationary period.
- 4.3 At any time during the probationary period, either party may terminate the Employment for any reason by giving one month's notice to the other Party.
- 4.4 If the Council terminates the CEO's employment during the probationary period, it may pay one month's pay to the CEO in lieu of notice. This right of termination (if exercised) is at the Council's absolute discretion and without further liability.
- 4.5 The Council may, at its absolute discretion, pay in lieu of the whole or part of that notice period.

### Key Performance Indicators

The executed CEO Employment Agreement contains the following clause regarding Key Performance Indicators (the "KPIs"):

- 17.4 The CEO Review Panel will, within three (3) months of the Commencement Date, develop Key Performance Indicators in consultation with the CEO, and following that consultation, the Key Performance Indicators will be as advised by the CEO Review Panel to the CEO and as mutually agreed.
- 17.5 Key Performance Indicators will be reviewed annually and/or periodically. The CEO Review Panel may alter the Key Performance Indicators at its discretion following reasonable consultation with the CEO.

It should be noted that while the KPIs are to be developed during the probation period, the above clauses are contained in the (Annual) Performance Review section of the Agreement. As such the KPIs are not limited to only activity during the probation period.

### CEOPRP and Council resolutions

At its 6 July 2023 meeting, the Panel considered a report setting out a proposed CEO Probationary Period Performance Review Process (the "CPPPRP"). In consideration of the report the Panel resolved as follows:

## 7.2 Substantive CEO Employment

Moved Cr Kirsty Parkin

S/- Independent Member Janet Miller

PRP6/23

The CEO Performance Review Panel resolves:

1. That the report be received and noted.
2. To recommend to Council that the CEO Performance Review Panel has noted the Remuneration Tribunal of SA's '2023 Inaugural Review of Minimum and Maximum Remuneration for Local Government Chief Executive Officers' Report and Determination 4-2023 and does not recommend a TEC Package Review be undertaken at this time.
3. To recommend to Council to approve the proposed CEO Probationary Period Performance Review Process as detailed in Item 7.2, CEO Performance Review Panel Agenda – 6 July 2023.
4. To advise Council that the CEO Performance Review Panel intends to develop annual Key Performance Indicators in accordance with clause 17.4 of the CEO Employment Agreement.
5. To recommend to Council that an appropriate budget is allocated to enable the engagement of an external consultant to assist the CEO Performance Review Panel with the development of Key Performance Indicators and the development and conduct of the Probation Review Survey as part of the CEO Probationary Period Performance Review Process.

<b>Carried Unanimously</b>
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In accordance with parts 3 and 4 of the above resolution Council considered a report at its 11 July 2023 meeting providing the Panel's recommendation to Council. In consideration of that item Council resolved (Res 192/23) as follows (relevant parts of resolution shown):

4. To approve the proposed CEO Probationary Period Performance Review Process with the follow key activities/milestones:

Week 1 (w/b 17/7/23)	Substantive CEO commences
Week 2 (w/b 24/7/23)	CEOPRP meets with Substantive CEO and sets out the CPPRP and agrees the broader Performance Review Process (see next section)
Week 11 (w/b 25/9/23)	CEOPRP: <ul style="list-style-type: none"> <li>• Receives the Interim Performance Review &amp; Development Report from the Substantive CEO</li> <li>• Discusses Key Performance Indicators with Substantive CEO and makes recommendation to Council for adoption of Indicators.</li> <li>• Finalises Probation Review Survey contents</li> </ul>
Week 17 (w/b 6/11/23)	Consultant administers the Probation Review Survey
Week 22 (w/b 11/12/23)	CEOPRP: <ul style="list-style-type: none"> <li>• Receives the Interim Performance Review &amp; Development Report from Substantive CEO</li> <li>• Considers Probation Review Survey Report from the Consultant and makes recommendation to Council.</li> </ul>
Week 23 (w/b 18/12/23)	Council considers CEOPRP recommendation regarding performance and determines continuance/cessation.
Week 27 (w/b 15/1/24)	Probation period ends 16/1/24

5. To note that the CEO Performance Review Panel intends to develop annual Key Performance Indicators in accordance with clause 17.4 of the CEO Employment Agreement.
6. To approve an increase in the Governance & Performance Department budget of \$2,000 for the purposes of engaging a consultant to assist the CEO Performance Review Panel with the development of Key Performance Indicators and the development and conduct of the Probation Review Survey as part of the CEO Probationary Period Performance Review Process.

#### Development of Probation Review Survey and Key Performance Indicators

In accordance with the above resolutions, Rebecca Hunt from McArthur was engaged to work with the Panel to develop the Probation Review Survey and the KPIs.

## 2. ANALYSIS

### ➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

*Strategic Plan 2020-24 – A brighter future*

Goal Organisation

Objective O1 We have the right people with the right knowledge and skills in the right jobs and they are supported and developed.

Priority O1.4 Continue to support all staff through training, mentoring, coaching and development to enable the achievement of organisational and community goals.

Objective O5 We are accountable, informed, and make decisions in the best interests of the whole community.



Priority O5.3 Demonstrate accountability through robust corporate planning and reporting that enhances performance, is relevant and easily accessible by the community.

➤ **Legal Implications**

The CEO Performance Review Panel is a Section 41 Committee of Council under the *Local Government Act 1999* (the “Act”).

There are no legislative implications in relation to the CEO’s probation period or the development of KPIs however, as identified above, there are contractual obligations in relation to the CEO’s Employment Agreement.

➤ **Risk Management Implications**

Undertaking regular review of the CEO’s performance is an important control in mitigating the risk of:

*Deficient CEO performance review practices resulting in a lack of accountability and loss of stakeholder confidence.*

Inherent Risk	Residual Risk	Target Risk
Medium (3C)	Low (2D)	Low (2D)

*Non-achievement of CEO Performance Targets resulting in loss of community benefit and/or opportunities and/or stakeholder confidence.*

Inherent Risk	Residual Risk	Target Risk
High (3B)	Medium (3C)	Medium (3C)

Note: there are many other controls that also assist in managing these risks.

➤ **Financial and Resource Implications**

The financial implications associated with the use of external consultants for elements of the probationary period review have now been incorporated into the 2023-24 Budget.

The resource implications associated the Panel’s processes are borne by the People & Culture Department.

➤ **Customer Service and Community/Cultural Implications**

There is a community expectation that the CEO will perform competently and meet expectations to achieve the required outcomes for the organisation.

➤ **Sustainability Implications**

Not directly applicable

➤ **Engagement/Consultation conducted in the development of the report**

Engagement and/or consultation on the development of this report was as follows:

<i>Council Committees:</i>	The CEOPRP had a workshop on Monday, 18 September 2023. Discussions with the CEOPRP Presiding Member have occurred in the development of the report.
<i>Council Workshops:</i>	Not applicable.
<i>Advisory Groups:</i>	Not applicable.
<i>External Agencies:</i>	McArthur
<i>Community:</i>	Not applicable

➤ **Additional Analysis**

As identified above, the Panel had a workshop on 18 September with the Consultant, Rebecca Hunt, and the CEO to develop the Probation Review Survey and the KPIs.

The discussion recognised that the probation period is mainly focused on the CEO gaining an understanding of the Council's and community's aspirations for the region and the Administration's capacity and capability to deliver on those aspirations. As such, it is unreasonable (and potentially undesirable) to expect significant changes/achievements to be undertaken and completed in this period.

The Panel, in collaboration with the CEO, identified a number of key result areas (the "KRAs") as the basis for the Performance Review Survey and the KPIs. These KRAs are loosely linked to five and the nine key responsibilities contained in the CEO Position Description.

The Consultant prepared a draft '2023 Probation Review Documentation' for the Panel's consideration at **Appendix 1** setting out the KRAs and providing a descriptor of what action/evidence is required under each area.

In summary, the KRAs are:

- Leadership, people and culture
- Strategic vision and planning
- Organisation capability
- Environmental sustainability
- Operational management and project delivery

Page 2 of the document contains the probation process steps, these may need further elaboration to ensure that all associated timeframes, meeting dates and out-of-session actions are programmed.

Performance Review Survey

In relation to the Survey, the Panel determined that a rating scale was not appropriate and that qualitative responses against each of the KRAs would be preferable. Further the Panel decided that the Survey would be completed by the Council Members and the Directors along with a self-assessment conducted by the CEO.

In order to finalise the Survey, the Panel will need to consider whether all respondents will be able to respond knowledgeably and constructively to each element when the survey is administered (i.e. early November) and that the results can be meaningfully collated and reported. As such, this may require some additional work to finalise the Survey structure.

Further, the matter of respondent confidentiality will need to be assured to facilitate respondents feeling safe to provide frank and genuine responses.

#### Key Performance Indicators

The draft '*2023 Probation Review Documentation*' KRAs are the foundation of a suite of KPIs for the purposes of clause 17.4 of the Agreement. However, in their current form there is a lack of clarity in relation to the actual deliverable and the required due date to enable a robust assessment of achievement during the Annual Performance Review Process (for which the KPIs are intended) as per clause 17.5.

In order to finalise the KPIs, the Panel may need to, in collaboration with the CEO, further define the deliverable (i.e. a presentation, report, etc) and the due date for completion. The Panel will need to be mindful of the requirement in clause 17.4 for the KPIs to be developed within 3 months of the Commencement Date (i.e. to be completed by 17 October 2023).

### **3. OPTIONS**

The Panel has the following options:

- I. To further refine and develop the Probation Review Survey and Key Performance Indicators in order to produce a revised '*2023 Probation Review Documentation*' for adoption at a later CEOPRP meeting (Recommended).
- II. To adopt the Probation Review Survey and Key Performance Indicators as currently contained in the draft *2023 Probation Review Documentation*' (Not Recommended)

### **4. APPENDICES**

- (1) Draft '*2023 Probation Review Documentation*'

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# **Appendix 1**

*Draft '2023 Probation Review Documentation'*

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**RETURN DATE: by COB .....**  
Returns can be emailed to: [rebecca.hunt@mcarthur.com.au](mailto:rebecca.hunt@mcarthur.com.au)  
Or via phone 8100 7000 or video meeting or  
Posted to: Level 12, 101 Grenfell Street, Adelaide SA 5000

**Greg Georgopoulos - Chief Executive Officer  
2023 Probation Review Documentation**

**Participant's Name:  
Group: Council Member/Direct Report**

*Please feel free to contact Rebecca Hunt  
if you have any queries or difficulties in completing this form  
Office: 8100 7000  
Rebecca: [rebecca.hunt@mcarthur.com.au](mailto:rebecca.hunt@mcarthur.com.au)*

*McArthur*

## GENERAL OVERVIEW OF PROBATION REVIEW PROCESS

Performance Evaluation is a process designed to recognise and reward good performance. Importantly, the process also creates an environment of continual improvement. Therefore, identifying and documenting areas where improvement is possible, is an integral part of this program.

1. Individually and independently, the Council Members and Direct Reports provide commentary on the performance of the CEO in the first 6 months against Key Result Areas.
2. The CEO will produce a report with commentary on each KRA and opportunities moving forward.
3. The Consultant consolidates all the commentary and presents the first draft of the report to the CEO Performance Review Panel to discuss.
4. The CEO Performance Review Panel agrees with the comments.
5. The CEO is provided with a copy of the draft report for review and to provide comments.
6. The CEO meets with the CEO Performance Review Panel and Consultant for feedback and discussion, if required.
7. The CEOPRP receives the Interim Performance Review & Development report from the substantive CEO along with the Probation Review Survey Report. That the CEOPRP make a formal recommendation to Council.
8. Council considers CEOPRP recommendation regarding performance and makes a determination. Once signed by all parties, the Final Report then becomes the official record of the completed Probation Review.

**WORKING DOCUMENTATION**

**KEY RESULT AREAS**

### KEY RESULT AREAS (KRAs)

The following areas of responsibility have been identified as critical in the performance of the CEO in his probation period.

<b>1</b>	<p><b>LEADERSHIP, PEOPLE AND CULTURE</b></p> <p>The forging and development of positive working relationships with Staff, Council Members, the community and external stakeholders. The CEO's leadership style and effective and clear communication. The CEO's consistent decision making, consultation and active listening.</p>
<b>2</b>	<p><b>STRATEGIC VISION AND PLANNING</b></p> <p>A demonstrated knowledge and understanding of Council's strategic direction and vision. A high-level review of the suite of Strategic Plans identifying gaps and opportunities.</p>
<b>3</b>	<p><b>ORGANISATION CAPABILITY</b></p> <p>An assessment of the organisation's capability to deliver the strategic goals and quality services, including resourcing, finances, systems and processes, with recommendations for improvements.</p>
<b>4</b>	<p><b>ENVIRONMENTAL SUSTAINABILITY</b></p> <p>An understanding of Council's vision and aspirations in the environmental space. Identifies and prioritises viable, achievable, and appropriate opportunities for leadership in this area.</p>
<b>5</b>	<p><b>OPERATIONAL MANAGEMENT AND PROJECT DELIVERY</b></p> <p>The CEO's understanding and 'grasp' of Council operations and the delivery of projects on time and within budget, with recommendations for improvements.</p>



KEY RESULT AREA NUMBER 1 – LEADERSHIP, PEOPLE AND CULTURE

**Focus:** The forging and development of positive working relationships with Staff, Council Members, the community and external stakeholders. The CEO’s leadership style and effective and clear communication. The CEO’s consistent decision making, consultation and active listening.

**Comments –**

**KEY RESULT AREA NUMBER 2 – STRATEGIC VISION AND PLANNING**

**Focus:** A demonstrated knowledge and understanding of Council’s strategic direction and vision. A high-level review of the suite of Strategic Plans identifying gaps and opportunities.

**Comments –**

KEY RESULT AREA NUMBER 3 – ORGANISATION CAPABILITY

**Focus:** An assessment of the organisation’s capability to deliver the strategic goals and quality services, including resourcing, finances, systems and processes, with recommendations for improvements.

**Comments –**

**KEY RESULT AREA NUMBER 4 – ENVIRONMENTAL SUSTAINABILITY**

**Focus:** An understanding of Council’s vision and aspirations in the environmental space. Identifies and prioritises viable, achievable, and appropriate opportunities for leadership in this area.

**Comments –**

**KEY RESULT AREA NUMBER 5 – OPERATIONAL MANAGEMENT AND PROJECT DELIVERY**

**Focus:** The CEO's understanding and 'grasp' of Council operations and the delivery of projects on time and within budget, with recommendations for improvements.

**COMMENTS –**

**GENERAL COMMENTS –**