

STRATA OVERVIEW & SCRUTINY COMMITTEE STRATA JOINT EXECUTIVE

Note: This report will be considered at both meetings and a verbal update will be given on any recommendations comments arising from the Overview & Scrutiny meeting.

DATE OF MEETINGS: 17 March & 30 March 2016

PUBLICATION DATE: 9th March

REPORT OF: Strata Board

SUBJECT: Performance Management
of Chief Operating Report

1. PURPOSE

This paper outlines arrangements adopted by the Board for the performance management approach for Chief Operating Officer following receipt of advice from Karen Jenkins HR Lead for Strata.

2. BACKGROUND

The JEC have already agreed that annual performance reviews should take place in March/April and that these should be supported with regular 121s.

3. MAIN IMPLICATIONS

The recommendation is that the performance of the Chief Operating Officer is viewed and managed using a 'two tier' approach. This would mean that annually and quarterly the Board and then one member of the Board would meet with the COO to discuss performance in two separate meetings.

4. RECOMMENDATION

The recommendation is that the performance of the Chief Operating Officer is viewed and managed using a 'two tier' approach:

- Performance assessment – carried out by the Board collectively
- Performance management – carried out by one Board member

4.1 PERFORMANCE ASSESSMENT

4.2 These meetings should be conducted annually and quarterly and should be the arena in which objectives are set and performance against objectives and behaviours are reviewed.

4.3 The meetings should represent a general discussion to allow a factual assessment to be made by the whole Board about the performance of Strata and the COO.

4.4 This assessment should be in relation to performance against objectives (incorporating the business plan) and the Behaviours Framework. The framework clearly outlines examples of what is expected under each of these headings.

- Simplicity in communication
- Systems thinking and excellence in service delivery
- Trust and respect
- Accountability
- Working together
- Excellence in leadership

4.5 Given the nature of the Chief Operating Officer role, the following are important elements outlined in the job description and also need comment in relation to performance.

- Sound procurement decisions
- Sound financial, legal and human resource management based on advice received
- Risk and good governance

4.6 Format

This factual assessment by the Board should be documented under the following headings.

- What has been achieved and what has gone well?
- What has not been achieved and has not gone so well?
- What has been unacceptable?
- What is critical for the next quarter/period.

4.7 After the Performance Assessment Board meeting, the Board should meet without the COO present to determine the level of achievement against objectives and behaviours using the following measures:

- Exceeded
- Met
- Underperforming

4.8 PERFORMANCE MANAGEMENT

4.8.1 One Board member will undertake performance management by carrying out the Performance Excellence Review and 121s on an annual and quarterly basis after the Performance Assessment by the Board has taken place.

4.8.2 This Board member will be responsible for communicating to the COO the level of achievement the Board has allocated to the objectives and behaviours on an annual basis.

4.8.3 This Board member will be responsible for picking up any issues raised by the Performance Assessment and discussing with the COO development required and training needs in relation to these issues or reiterate any performance messages and document these clearly.

4.8.4 The reason for this recommendation is that having just one person have these discussions will assist consistency and continuity. It might be less intimidating especially where there are difficult messages to give and it is anticipated that a two way discussion will more easily lend itself to a mentoring/developmental type discussion. Each session does not need to be too long and it would be helpful to have the Performance Assessment and Performance Management meetings on the same day.

4.8.5 Training needs will also be discussed in these annual and quarterly meetings.

4.8.6 The forms used by East Devon District Council, will be used.

STRATA BOARD