

EAST AYRSHIRE COUNCIL

CABINET – 7 NOVEMBER 2007

APPRAISAL OF EXECUTIVE DIRECTORS AND HEADS OF SERVICE

Report by Chief Executive

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to recommend to Cabinet arrangements for the appraisal of Executive Directors and Heads of Service.

2. BACKGROUND

- 2.1 In 2003 as part of the implementation of the review of salaries for Chief Executives the then Corporate Governance Committee noted that that the revised salaries were agreed subject to an appraisal of the Chief Executive being carried out.
- 2.2 The appraisal of the Chief Executive was undertaken in September 2006 by the Leader, Depute Leader of the Council and the Leader of the Opposition supported by Vivienne Sugar of SOLACE Enterprises.
- 2.3 The appraisal involved feedback from Executive Directors and the Lead Officers from each of the Community Planning Partners.
- 2.4 Further, on 23 November 2006, in approving the report recommending amendments to the Council's management structure, the then Policy and Resource Committee agreed that in addition to reviewing the effectiveness of the new arrangements, the Chief Executive would, by 1 April 2008, bring forward proposals for the performance appraisal of Chief Officers. This report submits proposals in that regard.

3. PROPOSAL

- 3.1 It is proposed that the appraisal of Chief Officers be carried out in accordance with the following programme. The programme would be supported by Consultants from Solace Enterprises:-

3.1.1 EXECUTIVE DIRECTORS

STEP 1

Discussion between Consultant and Chief Executive to discuss current local issues and other background information.

Consultant to brief each Director face to face plus briefing for Elected Members who will be involved so they understand the process and can begin to prepare for their input at Step 2.

Elected Members involved would be Cabinet spokespersons and one Opposition Spokesperson.

After briefing, Directors to send me any background material relevant to their service areas

STEP 2

Implement electronic 360 system supplemented with some face to face interviews of peers including colleague Directors and Community Planning Partners, reports and Elected Members.

STEP 3.

Directors will submit their draft Self Assessment reports to the Consultant covering Looking Back/Looking Forward/Personal Development. Executive Directors will be given feedback on what they've written and on the supplemented 360 by phone. Thereafter, the Self Assessment reports are finalised by each Executive Director and sent to the Chief Executive.

STEP 4

Each Executive Director will undergo an Appraisal Interview carried out by the Chief Executive accompanied by the Consultant acting as facilitator and notetaker.

3.2 HEADS OF SERVICE

STEP 1

Chief Executive to brief Heads of Service in a Group on process and timetable.

STEP 2

Implement electronic 360 system which involves contact with peers and reports.

Also, the Chief Executive and Executive Directors along with the Leader will meet with Cabinet Spokespersons.

STEP 3.

Heads of Service are given feedback on their 360s by Consultant and finalise their Self Assessment reports (Looking Back/Looking Forward/Personal Development). Thereafter, Self Assessments will be sent to their Executive Director and to the Chief Executive. The Chief Executive will give feedback to the relevant Executive Director prior to the Appraisal Interview with Heads of Service at Step 4.

STEP 4

Appraisal interviews of Heads of Service will be carried out by the relevant Executive Director who will agree the self assessment report and set targets for the next 12 months. Executive Directors will interview each of their Heads of Service and agree the Self Assessment Report with targets for the next 12 months and set the timing of progress reviews.

4. TIMETABLE

- 4.1 It is intended that the appraisal of Executive Directors commences in February 2008 with completion by the 1 April 2008.
- 4.2 It is proposed that the appraisals of Heads of Service follows those of Executive Directors and commence in April 2008 with completion by July 2008.

5. FINANCIAL IMPLICATIONS

- 5.1 The cost of the proposals contained in section 3 above will be around £7,375 plus VAT and expenses and can be met from existing resources.

6. LEGAL/POLICY IMPLICATIONS

- 6.1 The implementation of appraisal for Chief Officers is consistent with the policy decision taken previously by the Council in November 2006.

7. RECOMMENDATIONS

- 7.1 It is recommended that SOLACE Enterprises be contracted on a preferred provider basis for the appraisal of Executive Directors given their previous work in relation to the appraisal of the Chief Executive. Thereafter, consideration will require to be given to issuing a competitive tender for the next phase for Heads of Service.

Chief Executive
25 October 2007

BACKGROUND PAPERS

Special Policy and Resources Committee – 23 November 2006 –
Management Structure – Proposed Arrangements – Report by Chief
Executive

Anyone wishing further information should contact Martin Rose, Head of
Personnel (telephone 01563 576092)