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**CONFIDENTIAL CHIEF EXECUTIVE  
OFFICER REVIEW COMMITTEE MEETING**

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**CONFIDENTIAL MATTERS**

9.1 Chief Executive Officer Recruitment Process (Attachments) .....4

Released 03 January 2020

## 9.1 CHIEF EXECUTIVE OFFICER RECRUITMENT PROCESS

Contact Person: Mrs Rosemary Munslow

### Why is this matter confidential?

Subject to an order pursuant to Section 90 (3) (d) of the Local Government Act 1999, this matter is confidential because this information is contributing to the scoping and planning for the CEO recruitment process and a third party could adjust their bargaining position to the detriment of the Council based on the positions of the Council disclosed in the information.

### A. COUNCIL/COMMITTEE TO MOVE MOTION TO GO INTO CONFIDENCE

No action – this motion passed in the open section.

### B. THE BUSINESS MATTER

## 9.1 CHIEF EXECUTIVE OFFICER RECRUITMENT PROCESS

**Responsible Executive Manager :** Mrs Rosemary Munslow

**Report Author :** Mrs Rosemary Munslow

**Delegated Authority :** Matters delegated to the Committee.

**Attachments :**

- 1. [CEO Recruitment - Estimated Process and Timeline](#)
- 2. [CEO Position Description](#)
- 3. [CEO Selection Criteria](#)

### PURPOSE

For the Committee to consider the process, timeline and support required in recruiting a Chief Executive Officer.

### STAFF RECOMMENDATION

That the Committee recommend to the Council:

1. That the Council authorise the CEO Review Committee to proceed with the engagement of a recruitment agency.
2. That the Council endorse the Chief Executive Officer Recruitment Estimated Process and Timeline as outlined in attachment 1.
3. That the Council endorse the Draft Position Description as outlined in attachment 2
4. That the Council endorse the Selection Criteria as outlined in the attachment 3

## EXECUTIVE SUMMARY

With the vacancy of the CEO position in late 2018 the Council are required to commence a recruitment and selection process within a reasonable time. A timeline and draft Position Description and Selection Criteria have been provided as a guide for the Committee/Council to consider and determine the level of support they require from a recruitment agency.

### 1. BACKGROUND

The Chief Executive Officer (CEO) position became vacant on the 6 December 2018.

Council established the Chief Executive Officer Review Committee (Committee) on 26 February 2019 including the endorsement of the Charter that included the role of the Committee to perform the function of the selection panel when recruiting a CEO.

### 2. RELEVANCE TO STRATEGIC PLAN

#### 1: Smart Service Delivery Program

Outcome 1.1 High quality services and amenities

The efficient and effective process of recruiting a new CEO ensures that the Strategic Plan can continue to be delivered.

### 3. PUBLIC CONSULTATION

There is no requirement to consult with the public on this matter.

### 4. DISCUSSION

#### **4.1** Under the Local Government Act 1999 section 98 the procedures for appointment of a CEO outline the following:

4.1.1 *If a vacancy occurs or is about to occur in the office of chief executive officer, the council must take steps to fill the vacancy (or the pending vacancy).*

4.1.2 *The council must appoint a person to act in the position of chief executive officer until a vacancy is filled.*

4.1.3 *For the purpose of filling a vacancy, the council must invite applications by advertising in a newspaper circulating throughout the State, and may take other action as the council thinks appropriate.*

4.1.4 *The council must appoint a selection panel to assess applications for the position of chief executive officer, to recommend advertisement or other additional steps (if necessary), and to make recommendations to the council on an appointment.*

4.1.5 *The council makes the appointment to the office of chief executive officer*

#### **4.2** The Charter of the Chief Executive Officer Review Committee allows for the Committee to perform the functions of a selection panel in accordance with section 98.

- 4.3** The commencement of the recruitment process to appoint a new CEO requires the Committee to consider a number of matters before they can engage a recruitment agency to assist in whatever capacity the Committee see fit. Considerations include the process and timeline, position description including the selection criteria and also the level of support and assistance the Committee requires in the process.
- 4.4** The Council's Procurement Policy requires that purchases between \$1,000 and \$20,000 requires a minimum of one quote and purchases between \$20,000 and \$100,000 require a minimum of three written quotes. The current professional services agreement in place with Jane Jeffreys Consulting, as the external facilitator that supports the CEO Review Committee in managing the performance agreement of the CEO, does not include recruitment. This Agreement is due to expire in its current form on 30 September 2019. Recent discussion with Jane Jeffreys has established that she is not seeking an extension of the agreement nor will be quoting for the recruitment services.
- 4.5** Recruitment agents can undertake a range of services from developing position descriptions through to undertaking reference checks and psychometric profiling or some activities can be done internally or outsourced to other professional services. The Committee need to consider what level of service they require to inform the brief in seeking quotes from relevant service providers. Irrespective of the dollar spend it is recommended that three written quotes are obtained.
- 4.6** The CEO Recruitment Estimated Process and Timeline schedule in attachment 1 provides a guide as to the process and likely projection of time. The first few activities are dependent on what level of support the Committee requires. The Committee could engage a consultant to assist them in establishing the Position Description and Selection Criteria which would push the timeline out a couple of weeks to undertake this work.
- 4.7** A draft Position Description (attachment 2) and Selection Criteria (attachment 3) have been drafted from the previous CEO's Position Description and recruitment criteria and provided to the Committee as a guide.
- 4.8** Given the delegation of the Committee there are milestones that will need Council endorsement or direction. To commence the process the Committee will need to seek Council's endorsement to proceed with recruitment. It is recommended that the Committee seek endorsement on the Position Description and Select Criteria as well.

## **5. OPTIONS**

### Recommendation

That the committee recommend to the council:

1. That the Council authorise the CEO Review Committee to proceed with the engagement of a recruitment agency.
2. That the Council endorse the Chief Executive Officer Recruitment Estimated Process and Timeline as outlined in attachment 1.
3. That the Council endorse the Draft Position Description as outlined in attachment 2
4. That the Council endorse the Selection Criteria as outlined in the attachment 3

Option 2

*To be determined by the Committee.*

**6. ANALYSIS OF OPTIONS****6.1 Recommendation Analysis****6.1.1 Analysis & Implications of the Recommendation**

After the Committee's consideration of the timeline and draft position description the recommendation allows for Council to endorse the commencement of the recruitment process including acknowledgement of the timeline and position description.

**6.1.2 Financial Implications**

The estimated cost of a recruitment agency will largely depend on what the Committee's requirements are and the level of work they wish the agency to undertake. Recruitment costs can be as high as \$20,000. Should the Committee wish to seek the support of a Human Resource specialist to assist in developing the PD and selection criteria there will be additional costs associated with this activity.

There is a budget available to the Committee for external consultancy support which has in the past been used for the consultancy agreement with Jane Jeffrey's. With the vacancy of the CEO position there is a budget savings of \$15,000 that can be utilised for recruitment expenses. Any variation to this budget will be reported to Council through a normal budget review process.

[illegible]





### POSITION DESCRIPTION

The fastest growing Council in South Australia, the **City of Playford** is undergoing an unprecedented transformation. With a population of over 94,000 culturally diverse residents, the City of Playford covers 350km<sup>2</sup> and is spread over urban and peri-urban areas.

In the past three years, our Council has secured over \$440 million of development and works – 87% of this coming from private investment into Playford's CBD, Sports and Health Precincts as well as our growth areas.

The City of Playford is South Australia's Next Great City.

### POSITION IDENTIFICATION

1.1 Title	<b>Chief Executive Officer</b>
1.2 Level of Work	<b>CEO</b>
1.3 Reports To	<b>Council, through Mayor</b>
1.4 Manager Once Removed	<b>N/A</b>
1.5 Team	<b>Executive</b>
1.6 Business Unit	<b>Executive</b>
1.7 Accountable For	<b>Deputy CEO, General Managers, Executive Projects Leader &amp; Executive Assistant</b>
1.8 Salary Band and Level	<b>CEO</b>

### POSITION OBJECTIVE

The Chief Executive Officer, in partnership with the Mayor and Councillors is responsible for leading, managing and implementing efficient and effective services to the community.

The CEO's primary objectives are to:

- Provide leadership and direction on behalf of the Council that promotes a positive culture for the benefit of its staff and the community
- Ensure the Council's operations and services are delivered in an efficient and

effective manner whilst meeting community needs

- Assist and facilitate Council in its decision-making, development of plans, directions and innovations for the City, and in the implementation of Council decisions
- Represent Council and the City's interests effectively to the community, stakeholders, agencies and other interest groups
- Ensure that the Council's statutory and governance obligations are met in a timely and effective manner.
- Drive and ensure financial sustainability of the Council through the development of appropriate strategic and operational financial plans within the legal parameters set by the Council and their implementation.

### CITY OF PLAYFORD CULTURE AND VALUES

We at Playford share a passion and culture that empowers us to achieve and encourages innovation. We thrive on the opportunities to grow as individuals and the flexibility to enjoy a work/life balance.

#### Values

*'...that contributes to a happy and dynamic workforce'*

- Great work life balance
- Honesty & trust
- Working together
- Positive attitude
- Sense of fun

### EXPECTED BEHAVIOURS

The following behaviours are expected of the incumbent of this position:

Collaboration	Judgement regarding who to consult when making decisions and resolving issues
Builds Relationships	Treats others with respect, such that each interaction builds trust
Discover and Explore	Willing to find a way to improve and innovate to deliver better results for our community
Safety Awareness	Identifying and correcting conditions that affect employee safety Upholding safety standards

### POSITION ACCOUNTABILITIES

#### Leadership and Strategy

- Work closely with Council to ensure that Strategic Plans are developed, implemented and monitored within appropriate and legislated timeframes
- Drive and ensure financial sustainability of the Council through the development of strategic and operational financial plans within the parameters set by relevant legislation and guided by the Council
- Effectively communicate the Council vision and strategy to all stakeholders
- Drive and sponsor continuous improvement across the organisation, integrating and aligning all aspects of the organisation, to effectively manage the quantum of

continuous improvement required

- Provide and demonstrate clear direction through consistent messaging and guidance, to ensure fair and ethical behavior at all times

#### **Finance and Asset Management**

- Ensure Annual and Long Term Financial Plans are developed, monitored, communicated and controlled
- Closely monitor and control budgets
- Ensure Council has the required corporate infrastructure to fulfil its plans and obligations
- Ensure maximum value is derived from the broad use of Council services physically, financially and intellectually, for community benefit
- Monitor organisational performance to ensure objectives are achieved and opportunities for development are identified
- Effectively manage all assets to optimise their use, benefits and return to the community
- Develop and maintain effective strategies and procedures to manage and mitigate risk

#### **People and Culture**

- Attract and retain talent to achieve the Council's objectives
- Bring people along with change in ways that support, stretch and develop their capabilities
- Draw the diverse range of staff into a collaborative, positive, team oriented culture that fosters talent, individual accountability and leaderships at all levels
- As the responsible Officer, take reasonable steps to ensure Council completes all required obligations under the Workplace Health, Safety Act 2012 and associated legislation to ensure a safe and positive working environment
- Create and maintain a work environment that fosters mutually beneficial relationships between employee and employer

#### **Service Delivery**

- Proactively champion, develop and maintain a strong customer service focus for the organisation
- Ensure all the residents, ratepayers and businesses of the City of Playford are treated as its customers and that their best interests are reasonably served at all times.
- Review and add value to Council processes, reports and debate to ensure they support the Mayor and Councillors decision making, effective governance and responsible action.

#### **Stakeholder Engagement**

- Provide input and influence into International, Commonwealth, State or Local Government initiatives or programs affecting the City.
- Engage others outside the community to bring benefit and attract resources to the Council and region.
- Lead the development of relevant strategic partnerships
- Establish and maintain quality relationships with local businesses and industry, educational institutions, community service providers, and government agencies.



### Council Relationship

- Develop and maintain a positive and collaborative working relationship with the Mayor and Councillors
- Provide Council with reports that indicate the status, success and effectiveness of all operations and major projects.
- Ensure all decisions of Council are progressed, implemented and reported on (where applicable) in a timely and appropriate manner.
- Provide the Mayor and Councillors with appropriate professional development opportunities which include mandated training.
- Ensure workplace policies, procedures and systems for risk identification, risk assessment, risk control and workplace health and safety meet or exceed expected standards
- Implement all policies and procedures adopted by the City of Playford including the Code of Conduct for Council Employees is complied with by self and team to expected standards.
- Workplace policies, procedures and systems for risk identification, risk assessment, risk control, Injury management and workplace health and safety meet or exceed expected standards.
- All policies and procedures adopted by the City of Playford including the Code of Conduct for Employees are complied with by self and team to expected standards.

### POSITION DIMENSIONS

<b>Position Dimensions</b> <i>(provide quantitative data relevant to the position relating to human, financial and material resources that the position may manage or may have an impact on)</i>	
<b>Number of employees reporting to the position</b>	Up to 462 including 4 direct reports, and 14 indirect reports
<b>Annual Organisation Operating Budget (\$ value):</b>	Operating Income \$102M Operating Expenditure (BITDA) \$80M
<b>Estimated Annual Capital Budget: (\$ value)</b>	Asset Renewal Program approx. \$20M, All Other Capital Projects as approved.
<b>Business Impact</b> (medium or high):	Medium to High – (for example what % of total budget managed could be a risk to the business) High. Operational Risk approx 80%, Capital Risk 100%

**QUALIFICATIONS/KNOWLEDGE/EXPERIENCE****Qualifications:****Essential**

- Tertiary Qualifications in a relevant discipline

**Desirable**

- MBA or equivalent post graduate qualification

**Knowledge, Skills & Experience (Essential)**

- Experience in Executive Management
- Extensive experience in the management of multi-functioned service organisation, together with extensive experience in the supervision and management of strategy staff, assets and finances
- Sound knowledge of relevant Local, State and Federal Government legislation
- Highly developed, communication skills (written and oral), suitable for a range of audiences and situations
- Proven ability to negotiate and influence at senior levels
- Demonstrated capacity to lead and develop relationships across a broad spectrum
- Ability to plan, prioritise and effectively manage complex and competing tasks
- Capability to mentor, empower and develop strong performers
- Capacity and ability to effectively respond to unforeseen circumstances
- Well-developed presentation and public speaking skills
- Active and strong networks across Northern Adelaide, South Australia and Nationally
- Local Government knowledge and/or experience
- An understanding of the importance of effective Human Resource Principles and Equal Employment Opportunity

**Personal Attributes**

- Conducts self with a high level of personal integrity and honesty
- Shows interest in the development of communities and networks
- Has the courage to have robust conversations
- Demonstrates resilience, perseverance, and ethical behavior
- Has a high degree of self-motivation and enthusiasm
- Demonstrates a high level of interpersonal skills and work ethic including high degree of confidentiality, discretion and diplomacy

**POSITION REQUIREMENTS****Legislative Requirements:**

- Prescribed Position –\*Please refer to the Children’s Protection Act 1993 (SA) for the definition of a prescribed position.
- National Criminal History Clearance
- DCSI Clearance (Aged Care Sector Employment, Child Related Employment, Disability Services Employment, General Employment Probity, Vulnerable Person Related Employment)

**Mandatory Training Requirements:**

- WHS Act, Officer Due Diligence for PCBU Persons Conducting Business or Undertaking

**GENERAL**

This position description has been designed to indicate the general nature and level of work performed by employees within this classification. It is not designed to contain or be interpreted as a comprehensive inventory of all duties, responsibilities and qualifications required of employees assigned to the role.

Chief Executive Officer Recruitment - Selection Criteria	
Criteria	
<b>Knowledge, Skills and Experience</b>	
Experience in Executive Management	
Extensive Experience in management of multi-functioned service organisation	
Sound knowledge of relevant Local, State, and Federal Government legislation	
Highly developed communication skills suitable for a range of audiences and situations	
Proven ability to negotiate and influence at senior levels	
Demonstrated capacity to lead and develop relationships across a broad spectrum	
Ability to plan, prioritise and effectively manage complex and competing tasks	
Capacity to mentor, empower and develop strong performers	
Capacity and ability to effectively respond to unforeseen circumstances	
Well-developed presentation and public speaking skills	
Active and strong networks across Northern Adelaide, South Australia and Nationally	
Demonstrated Local Government knowledge and/or experience	
Understanding of the importance of effective Human Resource Principles and Equal Employment Opportunity	
<b>Personal Attributes</b>	
Conducts self with a high level of personal integrity and honesty	
Shows interest in the development of communities and networks	
Has the courage to have robust conversations	
Demonstrates resilience, perseverance, and ethical behaviour	
Has a high degree of self-motivation and enthusiasm	
Demonstrates a high level of interpersonal skills and work ethic including high degree of confidentiality, discretion and diplomacy	

**C. COUNCIL/COMMITTEE TO DECIDE HOW LONG ITEM 9.1 IS TO BE KEPT IN CONFIDENCE****Purpose**

To resolve how long agenda item 9.1 is to be kept confidential.

**STAFF RECOMMENDATION**

Pursuant to Section 90(2) and Section 91(7) of the Local Government Act 1999, the Committee orders that the following aspects of Item 9.1 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90 (3) (d) of the Local Government Act 1999:

- Report for Item 9.1
- Attachment(s) for Item 9.1
- Decision for Item 9.1

This order shall operate until the annual review of confidential items in 12 months in accordance with Section 91(9)(a) of the Local Government Act 1999.