

# CEO Performance Management Process

## Introduction

The performance, leadership and development of our most senior leaders are central to our sector delivering the best outcomes for the community of Western Australia.

While the details differ between the various groups of CEOs, the statutory obligation and general principles of performance planning and appraisal apply to each CEO.

Our approach aims to drive high levels of performance with clear accountability. It is underpinned by section 47 of the *Public Sector Management Act 1994* (PSM Act) and [Commissioner's Instruction 30: CEO Performance Management](#).

## Process

Every CEO performance management process follows the same main steps.

1. The CEO prepares an agreement using the relevant [template](#).
2. The agreement is endorsed by board chair/s and/or Minister/s and the Public Sector Commissioner.
3. Ongoing review and feedback are included during the period of the agreement.
4. The CEO self-assesses and reflects on their performance against the criteria in the agreement.
5. The board chair/s and/or Minister/s evaluate the CEO's performance and endorse the assessment.
6. The Public Sector Commissioner endorses the finalised assessment.

Due to overlap in the performance agreement period, discussions about a CEO's performance also inform future expectations and leadership focus areas for the next agreement.

Note: Acting CEOs and CEOs appointed part way through an agreement period should discuss their requirements with the Public Sector Commission by emailing the [CEO Management](#) team.

## Contents of an agreement

A performance agreement includes the criteria to be met by the CEO during the term of the agreement and how they are to be assessed.

Each agreement





	<p>If required, the Commissioner meets with the CEO to discuss the draft agreement.</p>	
<p><b>2. Mid-cycle review</b></p>	<p>Commission gathers information about the CEO's leadership through a 180-degree survey of nominated staff as well as a survey of peers from central agencies (Department of Treasury, Department of Finance, Department of the Premier and Cabinet, and Public Sector Commission) and/or line agencies. Survey results are provided in a report to the CEO.</p> <p>CEO reflects on this report, assesses their leadership performance and reviews their agreement.</p> <p>CEO meets with the Commissioner who considers the mid-cycle review documentation and provides feedback on the CEO's leadership and performance.</p>	
<p><b>3. End-of-cycle assessment</b></p>	<p>Commission gathers information about the CEO's leadership through an external validation survey of key stakeholders. Survey results are provided in a report to the CEO.</p> <p>CEO assesses their performance against deliverables in Parts 1 to 3 of the agreement.</p> <p>CEO reflects on the external report (and mid-cycle feedback report) when assessing and evaluating their leadership performance against Part 13 of the agreement.</p> <p>Minister/s and/or board chair/s assess the CEO's performance of how they have met performance expectations. These assessments can be conducted concurrently, and assessment document can be split by the relevant responsible authority and responsible Minister.</p> <p>CEO receives feedback through either a joint meeting between all parties to the agreement or an individual meeting with the Commission about the CEO</p>	<p>63 (vs) Pay 13 of the Agreement / P MCID 83.38 u 0 1 183.313(e)13(cei)6</p>



## Roles and responsibilities

### **CEOs**

Engage in performance management process.

Submit agreement, mid-cycle review document and end-of-cycle assessment in required timeframes.

Nominate respondents for:

- 180-degree survey and peer feedback survey (mid-cycle)
- external feedback survey (end-of-cycle).

Participate in end-of-cycle meeting with Minister/s and/or board

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<b>Public Sector Commissioner</b>	Liaise with key stakeholders on performance management processes. Endorse agreements on establishment and note any subsequent amendments. Provide agreement assessment, commentary and endorsement. Support CEOs with their performance and leadership.
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## Related documents

The performance agreement [templates](#) are on WA.gov.au.