



# Chief Executive Appraisals

Chief Executive and Senior Manager appraisal is vital in today's increasingly complex public sector environment. SOLACE Enterprises has designed a time effective, well tested methodology which is based on an assessment of the past year's performance against measurable targets.

## Target Users:

- Chief Executives seeking structured and independently validated feedback on performance
- Political leaders and board members looking for support in setting challenging expectations for the Corporate Management Team
- Top Team directors

## Objectives:

- an assessment of the past year's performance against measurable targets
- an assessment of the Chief Executive's development needs against a competency framework
- a self-assessment by the Chief Executive using a format provided by SOLACE Enterprises
- the agreement of measurable targets for the coming year
- an agreed written record of the outcome of the appraisal

## Facilitation:

When carrying out an appraisal of a senior manager, the presence of an independent, external facilitator ensures that the discussion remains focused on the key issues and that all contributions are valued. A 360 degree assessment, in which the views of all those (including partner organisations) who come into professional contact with the person being appraised are sought, may also be included.

SOLACE Enterprises can facilitate Chief Executive and senior manager appraisals in all public sector organisations. Facilitators are drawn from a small pool of selected associates who themselves are experienced in leading people and organisations. They know how to work effectively with political leaders and non-executives to deliver their priorities.

It is important that everyone involved has confidence in the facilitator so SOLACE Enterprises offers you a choice of three. Their role is to:

- organise and administer the appraisal process and ensure a proper record of the outcomes
- provide training in appraisal if requested
- gather and evaluate evidence of the Chief Executive's performance
- challenge and validate the Chief Executive's annual targets
- help the Chief Executive identify his/her development needs and ways of meeting them
- chair the discussion at the Appraisal Panel

## Cost:

This depends on the size and complexity of the appraisal process and the amount of work required. For most organisations, the cost will be between £2,500 and £4,000 excluding expenses and VAT.

For further information please contact the Resource Centre. You can either phone on 0845 601 0649 or email [resource.centre@solaceenterprises.com](mailto:resource.centre@solaceenterprises.com) To find out more about SOLACE Enterprises and our full range of consultancy services see [www.solaceenterprises.com](http://www.solaceenterprises.com)

