

The CEO Engagement Framework – Executive Summary

What this provides

A simple, sector-grounded way to set, compare, and review CEO KPIs across nine focus areas—supported by structured surveys, a facilitated workshop, and a formal council decision. The process anchors to clear roles (Governance–CEO–Organisation), then translates existing measures into a balanced, plain-English set that the CEO, Council and community can trust.

Setting the CEO relationship up for success

Initial workshop (scene-setting & guardrails). Clarifies ‘good employer’ obligations and the governance–management interface.

KPI setting (simplify & focus). Nine focus areas; 2–3 bullets each describing ‘what success looks like.’

Annual Performance and Remuneration Review

Survey & evidence. A short survey gathers quantitative scores and qualitative feedback aligned to the nine areas.

Facilitated review. Results are workshopped: strengths, development areas, draft goals, and updated KPIs.

Council decision (public-excluded). Formal sign-off of KPIs and goals; remuneration advice; next actions.

What CEOs can expect

Clarity & balance: KPIs expressed in plain English across the governance interface, technical leadership, and organisational delivery.

Comparable evidence: Surveyed results with both quantitative scores and qualitative themes to support the Annual Performance Review against KPIs.

Professional process: ‘Good employer’ framing; facilitated dialogue; formal KPI and focus area sign-off; remuneration advice and formal decision support.

Outcome

A CEO performance framework that is simple to understand, easy to map against existing KPIs, and robust enough for annual performance and remuneration decisions—keeping the focus on delivery, relationships, strategy, compliance duties, and community outcomes.

Existing KPIs

You can also map your current KPI set into these nine focus areas. This quick overlay shows where measures are clustered too heavily, where important areas are missing, and where complex or compliance-heavy wording can be simplified into plain English. Most CEOs find the mapping exercise itself delivers immediate clarity—before any survey or workshop begins.

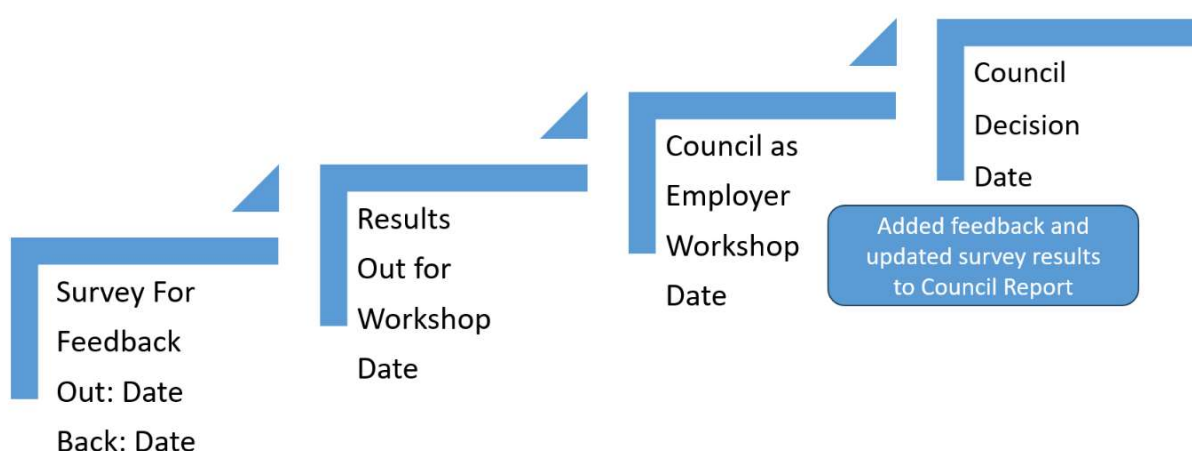
Summary of Initial KPI and Annual CEO Performance Process

The CEO Engagement Framework **starts with success in mind** and then runs on a simple annual cycle that ensures clarity, fairness, and ‘good employer’ practice. The initial engagement sets your Council up for success and ensures that both your Council and the CEO understand their respective obligations and expectations.

Initial scene-setting workshop – Council understand and agree on roles, responsibilities, and expected behaviours in the governance–management interface, including good employer obligations.

KPI-setting – Nine focus areas are confirmed, with 2–3 bullet points each describing ‘what success looks like’, tailored to your Council’s language and priorities.

The Annual Performance Review Process



Survey distribution – A short survey gathers quantitative scores and qualitative feedback from elected members (and, if agreed, other stakeholders such as iwi, hapū, Community Boards).

Results reporting – Responses are collated, showing both % scores and open feedback per focus area. Strengths and development goals are highlighted.

Facilitated review workshop – The results are workshopped, development goals are drafted, and updated KPIs agreed. This provides a constructive dialogue between CEO and Council, with Dr Steven providing sector-maturity context.

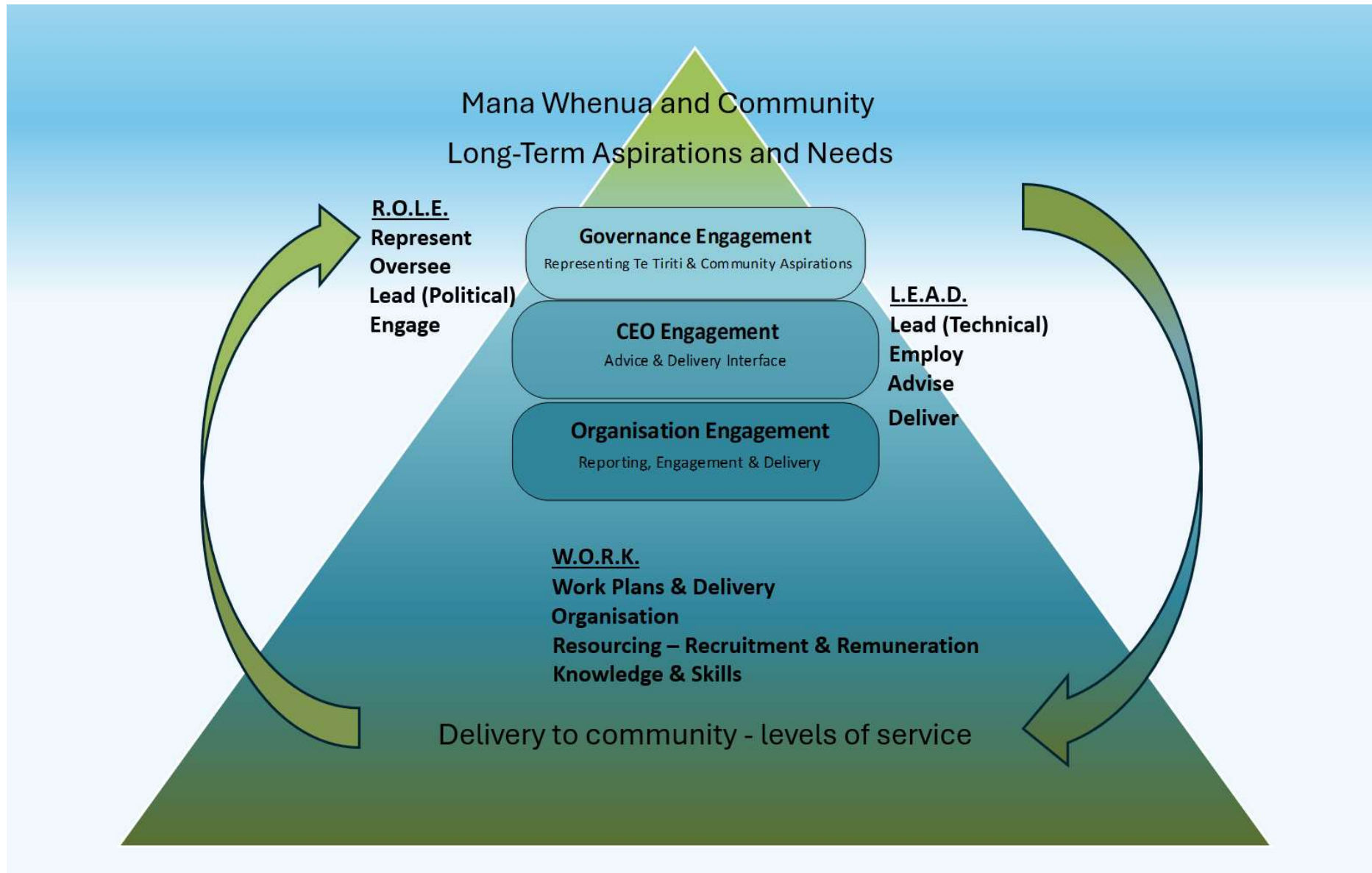
Council decision – In a public-excluded meeting, Council formally signs off on the updated KPIs and goals, considers remuneration advice, and records agreed next steps.

This cycle creates a transparent, repeatable framework for CEO performance and remuneration, balancing accountability with developmental resourcing and support.

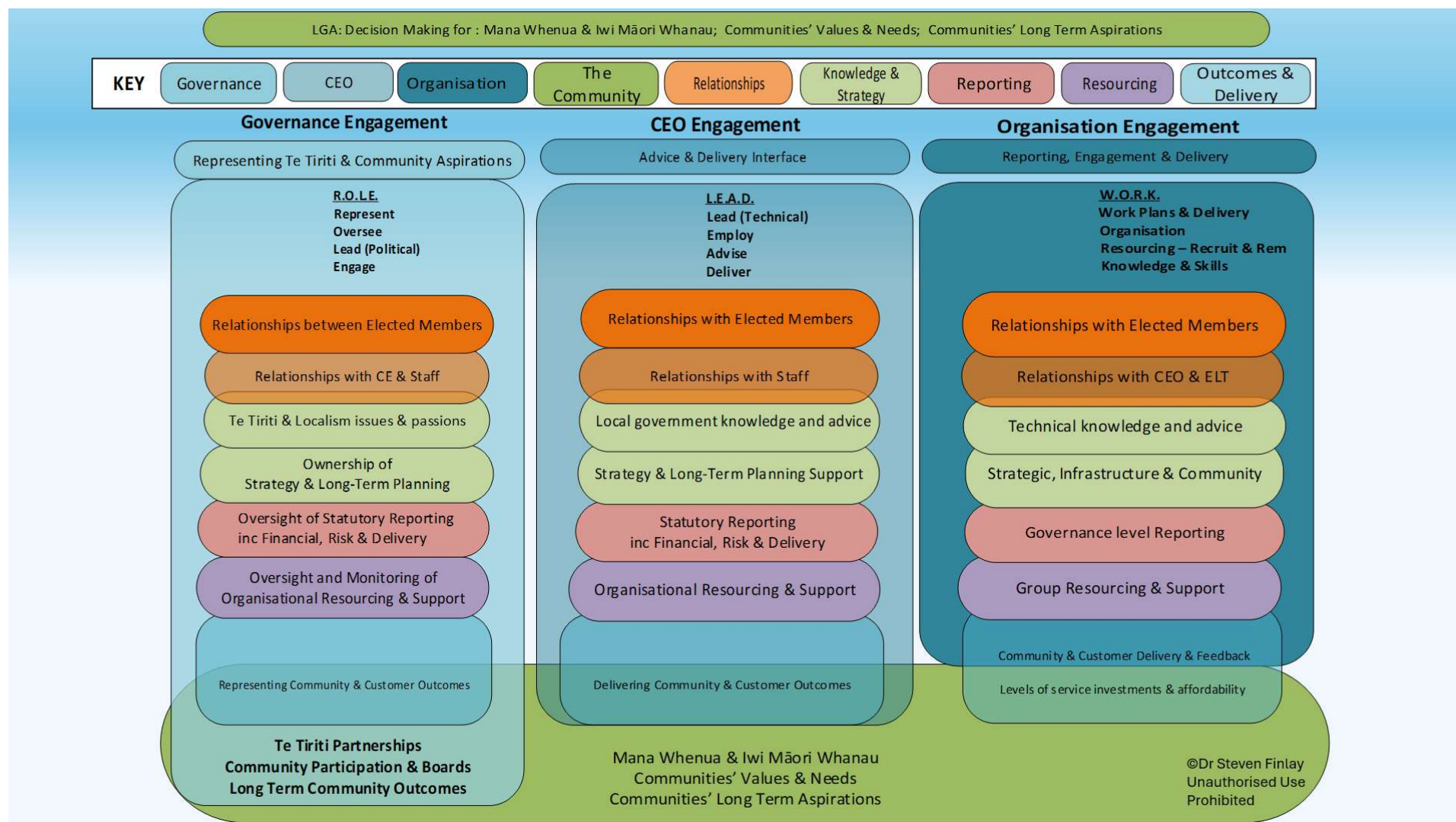
Examples of the scene – setting workshop are next provided (over).



Initial Governance Management Workshop: Scene Setting and Guardrails, Good Employer Obligations, Managing the Interface



Managing roles and the **governance - management interface**: how to work effectively with the community, CEO and Senior Staff.



The scene setting workshop also delivers the **initial category draft KPIs** as below:

- (re)sets 'who owns what': governance 'owns' strategic direction and the LTP, management 'owns' delivery and resourcing,
- simplifies the existing direction of travel and looks for a sharper focus on outcomes in each category,
- supports governance language, with 2-3 key bullets in each space, and
- **are tested for congruence** with the CEO.

All of Council Relationships

Relationships with Mana Whenua

- Build on & update current activity
- Governance-led goals

Relationships with the Community

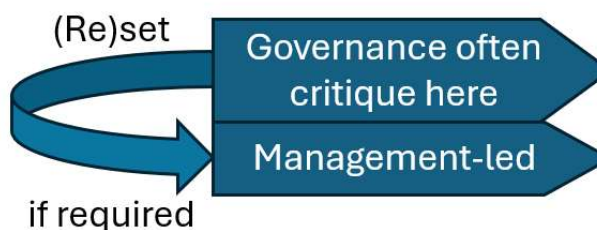
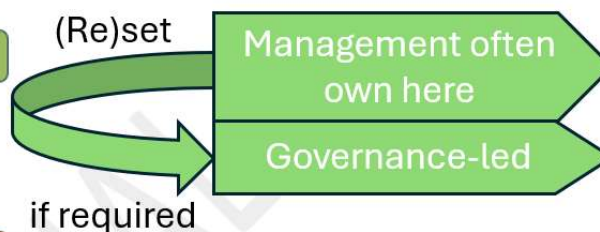
- Build on & update current activity
- Governance-led goals

Relationships with Elected Members

- Build on & update current activity
- Governance-led goals

Relationships with Staff

- Build on & update current activity
- Governance-led goals



All of Council Advice, Planning, Reporting, Resourcing and Delivery

Sector Knowledge, Advice & Relationships

- Build on & update current activity
- Governance-led goals

Strategy and Long-Term Planning

- Build on & update current activity
- Governance-led goals

Statutory Reporting inc Financial, Risk and Delivery

- Build on & update current activity
- Governance-led goals

Organisational Resourcing and Support

- Build on & update current activity
- Governance-led goals

Delivering Community and Customer Outcomes

- Build on & update current activity
- Governance-led goals

Sample Survey Example and Mapping Exercise

The following examples are drawn directly from a summarised and confidential real council Chief Executive Job Description, **before KPIs were then developed**.

The examples show how a starter JD or the new nine focus areas can be translated into clear survey prompts, using plain-English expectations that your staff and Elected Members can respond to. This example demonstrates how we always build survey tools from scratch, starting with your Council's own language and baseline expectations as they are initially laid out.

Chief Executives can use this information sheet in two ways:

- first, to **map existing KPIs** or your JD if these aren't yet developed against the nine focus areas, identifying any gaps or areas of duplication; and
- second, to **see how the survey will appear to participants**, providing a transparent line of sight from role expectations through to performance feedback. These examples act as thought prompts to help CEOs and councils visualise how the framework will apply in practice for your own unique setting.

SAMPLE SURVEY Participant Instructions

CEO Annual Performance Review Survey - Instructions

The role has significant key relationships which, when carried out effectively, ensure the smooth running of the Council. The following questions offer a ranking of how you think the CEO is performing against expectations as laid out in the Job Description. These activities and descriptions are provided as a guide. Please remember to answer at a 'high-level' of overall activity, rather than being too 'low level' in applying each specific requirement of the JD. Free text comments are available to support any broad feedback you would like to offer, and responses are anonymous, but still expected to be respectful and professional.

NEXT



SAMPLE SURVEY from Job Description: **Update from KPI-setting workshop**

Relationship with Mana Whenua

Working with our community is at the heart of everything we do. This is particularly relevant to our relations with Tāngata Whenua in terms of partnerships. *In regards to relationships with local Iwi, Hapu and Treaty settlement entities, how well do you think the CEO is meeting expectations?*

☐ Significantly exceeds

☐ Partially exceeds

☐ Meets

☐ Not fully meets

☐ Significantly fails

▶ SKIP

Do you have comments? Add them below:

Add your answer here...

[Add another answer](#)

✓ NEXT

▶ SKIP

Existing KPIs?

Any missing?



SAMPLE SURVEY from Job Description: **Update from KPI-setting workshop**

Relationship with our Community

Working with our community is also at the heart of everything we do, specifically relationships with senior staff from a variety of local organisations, professional groups, various community and special interest groups, ratepayers, general public and media representatives.

The CEO role is expected to

- Provide professional and positive leadership in the community, including maintaining/enhancing trust and confidence in [] Council, both internally and externally.
- Project a professional attitude at all times in dealing with external contacts.
- Provide accurate and timely information.
- Enable outcomes that are fair and clearly understood by both parties.
- Enable responses to written or verbal requests for information that customers are satisfied with.

In regards to community relationships, how well do you think the CEO is meeting expectations?

☐ Significantly exceeds	☐ Partially exceeds	☐ Meets	☐ Not fully meets
☐ Significantly fails			
▶ SKIP			

Do you have comments? Add them below:

Add your answer here...

[Add another answer](#)

<input checked="" type="button" value="✓ NEXT"/>	▶ SKIP
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Existing KPIs?

Any missing?



SAMPLE SURVEY from Job Description: **Update from KPI-setting workshop**

Relationships with Elected Members

The role of the Chief Executive is created under the requirements of the Local Government Act 2002 and is the Council's Principal Advisor.

The CEO is expected to

- Provide leadership, advice and direction to Councillors.
- Implement the decisions of Council, advising members, ensuring all functions, duties and powers are properly performed and exercised and ensuring the effective, efficient, and economic management of activities of the Council.

In regards to relationships with Elected Members, how well do you think the CEO is meeting expectations?

☐ Significantly exceeds

☐ Partially exceeds

☐ Meets

☐ Not fully meets

☐ Significantly fails

▶ SKIP

Do you have comments? Add them below:

Add your answer here...

[Add another answer](#)

✓ NEXT

▶ SKIP

Existing KPIs?

Any missing?



SAMPLE SURVEY from Job Description: **Update from KPI-setting workshop**

Relationships with Staff

Relationships with the Executive Leadership Team and Council staff

The CEO is expected to

- Provide leadership, advice and direction to management and staff.
- Lead the Executive Leadership Team, and other staff as appropriate, in the planning and implementation of the organisation's strategies and plans, including statutory plans, budgets and activity management plans, and policy development.
- Ensure senior staff work to continually improve performance against purpose in their areas of responsibility and contribute to the achievement of purposes of the other groups and the organisation where appropriate.

In regards to relationships with staff, how well do you think the CEO is meeting expectations?

☐ Significantly exceeds

☐ Partially exceeds

☐ Meets

☐ Not fully meets

☐ Significantly fails

▶ SKIP

Do you have comments? Add them below:

Add your answer here...

[Add another answer](#)

✓ NEXT

▶ SKIP

Existing KPIs?

Any missing?



SAMPLE SURVEY from Job Description: **Update from KPI setting workshop**

Sector Knowledge, Advice and Relationships

The CEO is expected to

- Build relationships with Mayors and Chairs of adjoining local authorities and CEO's of other local authorities.
- Build relationships with Government, Crown agencies, and SOE representatives.
- Build relationships with senior staff from a variety of local organisations, professional groups, various community and special interest groups, ratepayers, general public and media representatives.
- Ensure the Council is compliant with all other relevant legislation, including having effective and operative plans as required by the Resource Management Act, Biosecurity Act and Land Transport Management Act.

In regards to sector relationships, advice and knowledge, how well do you think the CEO is meeting expectations?

☐ Significantly exceeds

☐ Partially exceeds

☐ Meets

☐ Not fully meets

☐ Significantly fails

► SKIP

Do you have comments? Add them below:

Add your answer here...

[Add another answer](#)

✓ NEXT

► SKIP

Existing KPIs?

Any missing?



SAMPLE SURVEY from Job Description: **Update from KPI setting workshop**

Strategy and Long-Term Planning

The Chief Executive is responsible for the strategic future planning and direction of the organisation in conjunction with the Councillors and Executive Leadership team.

The CEO is expected to

- Provide strategic leadership of all functions as laid out in the Job Description to ensure the Council achieves its objectives.
- Oversee the preparation and presentation of Long-Term Plans and Annual Plans, and other strategies and plans to ensure compliance with the Local Government Act 2002, for consideration by the Council.

In regards to enabling strategy and delivering planning, how well do you think the CEO is meeting expectations?

☐ Significantly exceeds

☐ Partially exceeds

☐ Meets

☐ Not fully meets

☐ Significantly fails

▶ SKIP

Do you have comments? Add them below:

Add your answer here...

[Add another answer](#)

✓ NEXT

▶ SKIP

Existing KPIs?

Any missing?



SAMPLE SURVEY from Job Description: Update from KPI setting workshop

Statutory Reporting inc Financial, Risk and Delivery

The CEO is expected to

- Be financially literate and will be responsible for effective financial management and reporting.
- Ensure the Council has available for use, and uses, appropriate resources and processes to eliminate or minimise risks to Health and Safety.
- Ensure the Council has appropriate processes for receiving, considering, and responding, in a timely way, to information regarding incidents, hazards and risks.
- Commit operating expenditure in accordance with the estimates approved by Council; committing current capital expenditure on any individual item allowed for in the current capital programme approved by Council.

In regards to statutory reporting including financial, risk and delivery, how well do you think the CEO is meeting expectations?

☐ Significantly exceeds

☐ Partially exceeds

☐ Meets

☐ Not fully meets

☐ Significantly fails

► SKIP

Do you have comments? Add them below:

Add your answer here...

[Add another answer](#)

✓ NEXT

► SKIP

Existing KPIs?

Any missing?



SAMPLE SURVEY from Job Description: **Update from KPI setting workshop**

Organisational Resourcing and Support

The CEO is expected to

- Ensure human resources are in place to support the efficient and effective delivery of Council's services and the implementation of the organisation's objectives.
- Ensure senior staff work to continually improve performance against purpose in their areas of responsibility and contribute to the achievement of purposes of the other groups and the organisation where appropriate.
- Ensure all staff are utilised to their full potential to the benefit of the [] Council and have the skills appropriate to their positions.

In regards to organisational resourcing and support, how well do you think the CEO is meeting expectations?

☐ Significantly exceeds

☐ Partially exceeds

☐ Meets

☐ Not fully meets

☐ Significantly fails

► SKIP

Do you have comments? Add them below:

Add your answer here...

[Add another answer](#)

✓ NEXT

► SKIP

Existing KPIs?

Any missing?



SAMPLE SURVEY from Job Description: **Update from KPI setting workshop**

Delivering Community and Customer Outcomes

The CEO is expected to

- Provide timely and accurate financial and operational reporting to the Council.
- Maintain an organisational structure that will enable the achievement of the organisational objectives.
- Deliver the agreed Annual Plan and Long Term Plan programme within agreed or expected resources.

In regards to delivering community and customer outcomes, how well do you think the CEO is meeting expectations?

☐ Significantly exceeds

☐ Partially exceeds

☐ Meets

☐ Not fully meets

☐ Significantly fails

► SKIP

Do you have comments? Add them below:

Add your answer here...

[Add another answer](#)

✓ NEXT

► SKIP

Existing KPIs?

Any missing?

Survey Completion – Next Steps

HOME A GUIDE TO SERVICES CEO ENGAGEMENT FRAMEWORK REFLECTION MODULES MORE ▾



CEO engagement framework next steps

Next Steps

Completed the online survey?

I will collate the answers and provide you with a summary of the feedback for you to discuss.

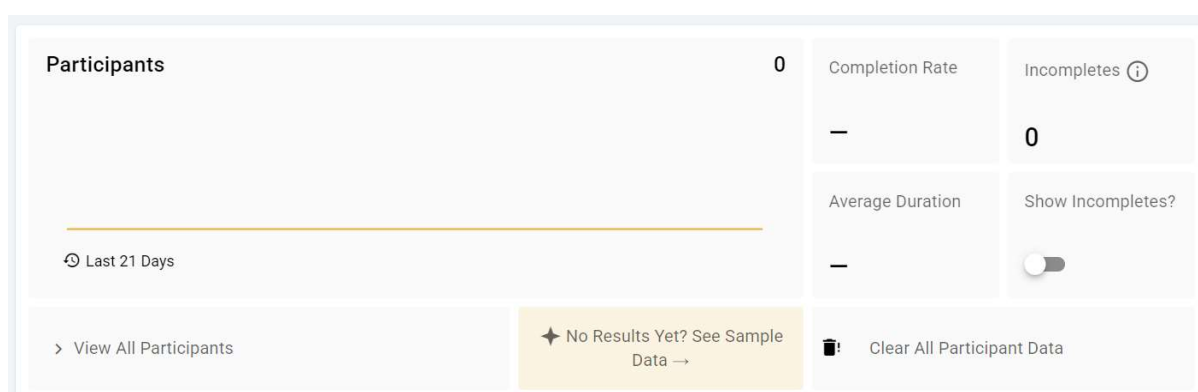
Thanks for taking the time to complete this!

Feel free to check out the Accelerate modules under the 'more' tab, it's the same password

This landing page is also an opportunity to keep engaging with and supporting your Elected Members, linking to the **new micro-modules** for good governance practice and encouraging and embedding professional governance-management behaviours.

These short micro-modules (2-3 minutes per skill) are in development now and will be live for the new triennium.

SAMPLE Results Report



- % completes, method, **limitations**.

25/26 KPI Area Results ([x]/10 answered the survey)	Meets or above	Not fully meets or below
1. Relationships with Mana Whenua*		
2. Relationships with the Community**		
3. Relationship with Elected Members		
4. Relationship with Staff***		
5. Sector Knowledge, Advice and Relationships		
6. Strategy and Long-Term Planning		
7. Statutory Reporting inc Financial, Risk and Delivery		
8. Organisational Resourcing and Support		
9. Delivering Community and Customer Outcomes		
Overall results – of all answered submitted:		

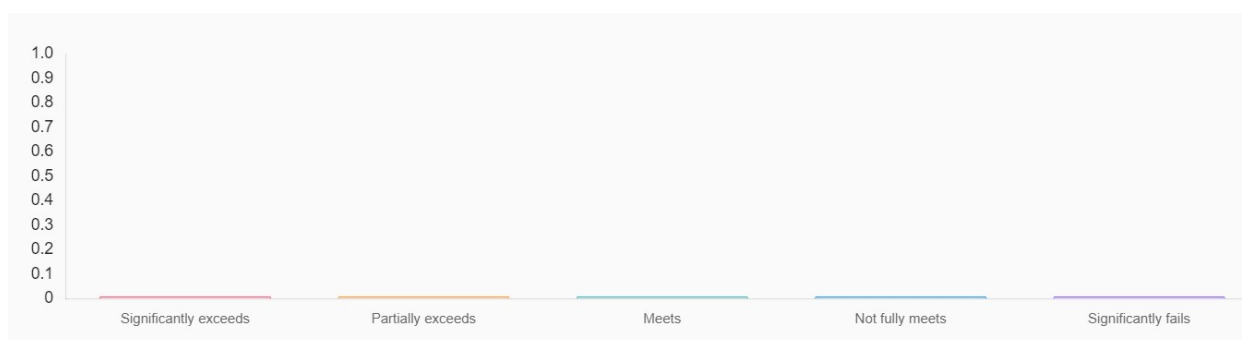
Strengths

- 3 top-scoring areas from feedback,
- Building on success,
- Positive reinforcement.

Areas for Development

- 3 growth-focussed results,
- Professionally managed feedback,
- Development goals and 'good employer' resourcing.

Per Category Quantitative Score



Per Category Qualitative Feedback

Date	Answer	Author	Actions
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No responses collected yet. [Share your survey](#) with participants or consider [removing the 'Skip'](#) button to start collecting responses

Items per page 10 < >

Raw Scores Example Framework (zeroed for confidentiality)

	Ans	8 Not	2 tot	10		
RAW SCORES						
Q1 MW&C sig ex	0	0	0	0 %		
par ex	0	0	0	0 %		
meets	0	0	0	0 %	0	
nfm	0	0	0	0 %		
8 sig fails	0	0	0	0 %	0	
Q2 EMs sig ex	0	0	0	0 %		
par ex	0	0	0	0 %		
meets	0	0	0	0 %	0	
nfm	0	0	0	0 %	0	
8 sig fails	0	0	0	0 %		
Q3 Staff sig ex	0	0	0	0 %		
par ex	0	0	0	0 %	0	
meets	0	0	0	0 %		
nfm	0	0	0	0 %	0	
8 sig fails	0	0	0	0 %		
Q4 SKAR sig ex	0	0	0	0 %		
par ex	0	0	0	0 %		
meets	0	0	0	0 %	0	
nfm	0	0	0	0 %	0	
8 sig fails	0	0	0	0 %		
Q5 SLTP sig ex	0	0	0	0 %		
par ex	0	0	0	0 %	0	
meets	0	0	0	0 %		
nfm	0	0	0	0 %	0	
6 sig fails	0	0	0	0 %		
Q6 SRincR sig ex	0	0	0	0 %		
par ex	0	0	0	0 %		
meets	0	0	0	0 %	0	
nfm	0	0	0	0 %	0	
8 sig fails	0	0	0	0 %		
Q7OR&S sig ex	0	0	0	0 %		
par ex	0	0	0	0 %		
meets	0	0	0	0 %	0	
nfm	0	0	0	0 %		
8 sig fails	0	0	0	0 %	0	
Q8DCCO sig ex	0	0	0	0 %		
par ex	0	0	0	0 %		
meets	0	0	0	0 %	0	
nfm	0	0	0	0 %	0	
8 sig fails	0	0	0	0 %		
72 62						
RAW Total	8		0	0		
% Mps	0	0 %	0	0		
% Nf Sf	0	0 %				
	0		Strengths	0	0 %	
0 par sig	0	0 %	Growth	0	0 %	0
0 meets	0	0 %		0 lowest		0 %
0 nfm	0	0 %				
0 sf	0	0 %				

The raw scores are provided in the Appendix of the Annual Performance Report.

The live report shows per-category distributions, strengths and growth areas.

The scoring shows the method and limits, and current clients' development requests:

Per category responses

- Of those who answered per question %.

Overall results

- Top 3 strengths,
- Areas for growth & development.

Year on Year results

- Themes each year,
- Improvement story.

Widen to Community Boards, Iwi and hapū

- Community, Iwi and hapū feedback**,
- Per quarter for trend data, not per annum snapshots.

* Updated in latest raw scoring template

** Triangulate with Ratepayer Satisfaction Survey

*** Can also thematise confidential AskYourTeam trend data.



Workshop for Information to Support Decision

- Good employer obligations - scene setting.
- Strengths and Areas for Development workshopped.
- Facilitated 'CEO as-sole employee' dialogue.
- Draft development goals workshopped and agreed.

Drawing on two decades' practice across New Zealand councils, Dr Steven contextualises growth areas with real-world examples that ground expectations in sector-development terms and provides 'reality checks' for elected members as employers.

- Updated KPIs and/or Development Goals agreed.

Council Decision

- Public excluded.
- Formal sign-off of KPIs and updated Development Goals.
- Remuneration advice (Strategic Pay).
- Facilitated discussion.
- Decision and next actions.

Facilitated Employer - Employee Discussion

- Mana-enhancing principles.
- Supporting good employer obligations.
- Enabling ongoing relationships to support community outcomes.

Suggested next steps

1. KPI overlay: **Map your existing KPIs against the nine focus areas and note any gaps or over-represented areas.**
2. CEO–Mayor/Chair check-in: **Share this information-sheet for an initial alignment conversation (10–15 minutes).**
3. Workshop booking: **Schedule the scene-setting & guardrails workshop (Good Employer, governance–management interface) and the KPI-setting session.**
4. **Receive the initial KPIs** and align with the existing rhythm of the council activity.
5. Survey pack: **Confirm the survey audience and timing; we'll provide the short survey aligned to the nine areas.**
6. Review & decision: **Hold the facilitated review to confirm strengths, development goals, and updated KPIs, followed by the public-excluded council decision (including remuneration advice and next actions).**

Any questions/ thought comments?

Please call or email directly.

I can also do a **free 60-minute 'questions for clarification' Teams session** to hear where you are, where you want to go, and take any further questions, comments or feedback.

Ngā mihi,

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