

# minutes

## Special Chief Executive Officer Recruitment and Performance Review Committee

MEETING HELD ON

WEDNESDAY 30 JULY 2025

### **Acknowledgement of Traditional Custodians**

The City of Joondalup acknowledges the traditional custodians of the land, the Whadjuk people of the Noongar nation, and recognises the culture of the Noongar people and the unique contribution they make to the Joondalup region and Australia. The City of Joondalup pays its respects to their Elders past and present and extends that respect to all Aboriginal and Torres Strait Islander peoples.

*This document is available in alternate formats upon request*

[joondalup.wa.gov.au](http://joondalup.wa.gov.au)

---

## TABLE OF CONTENTS

1	DECLARATION OF OPENING .....	3
2	DECLARATIONS OF FINANCIAL INTEREST / PROXIMITY INTEREST / INTEREST THAT MAY AFFECT IMPARTIALITY.....	4
3	APOLOGIES AND LEAVE OF ABSENCE .....	4
4	ANNOUNCEMENTS BY PRESIDING MEMBER WITHOUT DISCUSSION.....	5
5	IDENTIFICATION OF MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC .....	5
6	PETITIONS AND DEPUTATIONS .....	5
7	REPORTS .....	6
	7.1 CHIEF EXECUTIVE OFFICER RECRUITMENT AND SELECTION PROCESS (WARD - ALL) .....	6
	7.2 INDEPENDENT HUMAN RESOURCE CONSULTANT - REQUEST FOR QUOTATION (WARD - ALL) .....	11
8	CLOSURE .....	16

**Note:**

Clause 15.10 of the City's *Meeting Procedures Local Law 2013* states:

*This local law applies generally to committee meetings except for clause 7.1 in respect of members seating and clause 7.8 in respect of limitation on members speaking.*

---

# CITY OF JOONDALUP

## MINUTES OF THE SPECIAL CHIEF EXECUTIVE OFFICER RECRUITMENT AND PERFORMANCE REVIEW COMMITTEE MEETING HELD IN CONFERENCE ROOM 1, JOONDALUP CIVIC CENTRE, BOAS AVENUE, JOONDALUP ON WEDNESDAY 30 JULY 2025.

### 1 DECLARATION OF OPENING

#### 1.1 MEETING OPENING AND ATTENDANCE

The Presiding Member declared the meeting open at 6.04pm.

#### ATTENDANCE

##### Committee Members:

Mayor Hon. Albert Jacob, JP	<i>Presiding Member</i>
Cr Adrian Hill	
Cr Russ Fishwick, JP	
Cr John Chester	
Cr Phillip Vinciullo	<i>Deputising for Cr Hamilton-Prime, JP</i>

##### Officers:

Mr Jamie Parry	Director Governance and Strategy
Mrs Kylie Bergmann	Manager Governance
Mrs Rebecca Maccario	Manager Strategic and Organisational Development

#### 1.2 REQUESTS FOR ELECTRONIC ATTENDANCE

Nil.

## 2 DECLARATIONS OF FINANCIAL INTEREST / PROXIMITY INTEREST / INTEREST THAT MAY AFFECT IMPARTIALITY

### 2.1 DISCLOSURES OF INTEREST AFFECTING IMPARTIALITY

Elected Members (in accordance with clause 22 of Schedule 1 of the *Local Government [Model Code of Conduct] Regulations 2021*) and employees (in accordance with the Code of Conduct) are required to declare any interest that may affect their impartiality in considering a matter. This declaration does not restrict any right to participate in or be present during the decision-making process. The Elected Member / employee is also encouraged to disclose the nature of their interest.

<b>Name / Position</b>	<b>Mr Jamie Parry, Director Governance and Strategy.</b>
<b>Meeting Type</b>	Special Chief Executive Officer Recruitment and Performance Review Committee.
<b>Meeting Date</b>	30 July 2025.
<b>Item No. / Subject</b>	Item 7.1 – Chief Executive Officer Recruitment and Selection Process (Ward – All).
<b>Nature of Interest</b>	Interest that may affect impartiality.
<b>Extent of Interest</b>	Due to the nature of Mr Parry's employment relationship with the Chief Executive Officer.

## 3 APOLOGIES AND LEAVE OF ABSENCE

### 3.1 LEAVE OF ABSENCE PREVIOUSLY APPROVED

Cr John Raftis	23 July to 10 August 2025 inclusive.
Cr Nige Jones	27 July to 7 August 2025 inclusive.
Cr Rohan O'Neill	5 August to 8 August 2025 inclusive.
Cr Daniel Kingston	5 August and 12 August 2025 inclusive.
Cr Lewis Hutton	9 August to 31 August 2025 inclusive.
Cr John Raftis	11 August to 14 August 2025 inclusive.
Cr Daniel Kingston	14 August 2025 inclusive.
Cr Christopher May, JP	29 August 2025 inclusive.
Cr Daniel Kingston	2 September, 9 September and 30 September 2025 inclusive.
Cr John Raftis	8 September to 11 September 2025 inclusive.
Cr Daniel Kingston	7 October 2025 inclusive.

### 3.2 APOLOGIES

Cr Christopher May, JP.

---

**4 ANNOUNCEMENTS BY PRESIDING MEMBER WITHOUT DISCUSSION**

Nil.

**5 IDENTIFICATION OF MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC**

In accordance with Clause 5.2 of the City's *Meeting Procedures Local Law 2013*, this meeting is not open to the public.

**6 PETITIONS AND DEPUTATIONS**

Nil.

## 7 REPORTS

<b>Name / Position</b>	<b>Mr Jamie Parry, Director Governance and Strategy.</b>
<b>Meeting Type</b>	Special Chief Executive Officer Recruitment and Performance Review Committee.
<b>Meeting Date</b>	30 July 2025.
<b>Item No. / Subject</b>	Item 7.1 – Chief Executive Officer Recruitment and Selection Process (Ward – All).
<b>Nature of Interest</b>	Interest that may affect impartiality.
<b>Extent of Interest</b>	Due to the nature of Mr Parry’s employment relationship with the Chief Executive Officer.

### 7.1 CHIEF EXECUTIVE OFFICER RECRUITMENT AND SELECTION PROCESS (WARD - ALL)

<b>WARD</b>	All
<b>RESPONSIBLE DIRECTOR</b>	Mr Jamie Parry Director Governance and Strategy
<b>FILE NUMBER</b>	74574, 101515
<b>AUTHORITY / DISCRETION</b>	Executive - The substantial direction setting and oversight role of Council, such as adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

#### PURPOSE

For the Council to note the proposed process for the recruitment of a Chief Executive Officer (CEO) for the City of Joondalup.

#### EXECUTIVE SUMMARY

At the Council meeting held on 24 June 2025 (CJ178-06/25 refers) it was agreed to advertise for the position of CEO for the City of Joondalup, for a term of five years.

The *Local Government Legislation Amendment Act 2019* included a requirement for model standards covering the recruitment and selection, performance review and termination of employment of local government Chief Executive Officers. These reforms intend to ensure best practice and greater consistency in these processes between local governments.

The Council has adopted these model standards in its *City of Joondalup Standards for CEO Recruitment, Performance Review and Termination Council Policy*.

The City is also guided by the Local Government Operational Guideline *CEO Recruitment and Selection, Performance Review and Termination*.

The purpose of this report is to establish the process for recruitment and selection of a new CEO. In accordance with the *Local Government Act 1995, Local Government (Administration) Regulations 1996*, and Council Policy. A proposed process and timeline is detailed in Attachment 1.

---

*It is therefore recommended that Council ADOPT the proposed timeline/process for the recruitment and selection of a Chief Executive Officer for the City of Joondalup as detailed in Attachment 1 to this Report.*

## **BACKGROUND**

At the Council meeting held on 24 June 2025 (CJ178-06/25 refers) it was agreed to advertise for the position of CEO for the City of Joondalup, for a term of five years.

Further, the Council endorsed the process for the recruitment of a CEO as per the minimum standards for recruitment and selection of a CEO as outlined in the *Guidelines for Local Government CEO Recruitment and Selection, Performance Review and Termination*.

It is considered prudent to detail the proposed process and timeframes for recruitment and selection.

## **DETAILS**

Recruiting and selecting a CEO is one of the most significant tasks Elected Members may undertake during their term of office. Choosing the right person is critical to the success of the Council and the local government.

The Local Government Operational Guideline *CEO Recruitment and Selection, Performance Review and Termination* provides guidance to local governments in undertaking the recruitment and selection process.

The Council has also adopted its *City of Joondalup Standards for CEO Recruitment, Performance Review and Termination Council Policy*.

These two documents will guide the Council through the process and should be used as reference documents.

### **Process for Recruitment and Selection**

One of the initial requirements in recruiting a CEO is for the Council to agree to a process to be used for recruitment and selection.

In addition to being required by legislation, adopting a process ensures transparency, clarity and a shared understanding.

Detailed in Attachment 1 is the proposed recruitment and selection process and timeframe. It is important to note that a number of the timeframes can only be established following the appointment of an independent HR Consultant engaged to facilitate the recruitment and selection.

### **Decisions by the Council**

There are a number of decisions that will be required to be undertaken by the Council during the process, including the following:

- Agreement on the proposed timeline/process for recruitment.
- Endorsement of the independent HR Consultant to facilitate the recruitment and selection process.
- Endorsement of the Job Description Form for the position.

- Appointment of CEO Recruitment and Performance Review Committee, including Terms of Reference and Presiding Member.
- Consideration of composition of the CEO Selection Panel, including appointment of at least one independent member.
- Endorsement of contract of employment.
- Endorsement of preferred candidate.

### **Issues and options considered**

Council may choose to:

- adopt the proposed timeline/process for the recruitment and selection of a Chief Executive Officer as detailed in Attachment 1 to this Report.  
or
- adopt the proposed process/timeline for the recruitment and selection of a Chief Executive Officer as detailed in Attachment 1 to this Report, with amendment.

### **Legislation / Strategic Community Plan / Policy implications**

**Legislation**                      *Local Government (Administration) Regulations 1996.*  
*Local Government Act 1995.*  
*Salaries and Allowances Act 1975.*

### **10-Year Strategic Community Plan**

**Key theme**                      5. Leadership.

**Outcome**                      5-1 Capable and effective - you have an informed and capable Council backed by a highly-skilled workforce.

**Policy**                              *City of Joondalup Model Standards for CEO Recruitment and Selection, Performance Review and Termination Council Policy.*

### **Risk management considerations**

Risk management considerations in reports to Council consider the relevant strategic risk(s).

This category of risk requires input from Council and is managed by the Chief Executive Officer and relevant Director(s).

Strategic risks are external or internal risks that affect the achievement of the City's long-term objectives.

Strategic Risk Relationship

<b>Risk</b>	<b>DECISIONS</b>	<b>EXPECTATIONS</b>	<b>WORKFORCE</b>	<b>REPUTATION</b>
<b>Risk Description</b>	Ineffective / improper decision making	Inability to understand community expectations	Inability to attract or retain skilled and competent workforce	Loss of community trust
<b>Risk Responsibility</b>	Director Governance and Strategy			Chief Executive Officer
<b>Residual Risk</b>	High			
<b>Control Effectiveness</b>	Strong			
<b>Risk Appetite</b>	High risk requires close monitoring with assurance of the highest levels of controls – strong – including plans for improving effectiveness levels.			
<b>Risk Control</b>	The relevant control, to mitigate risk, is the provision of a report that details the information required to allow adherence to the CEO's employment contract and legislative requirements.			

**Other risk information**

The Council has a statutory responsibility to undertake the recruitment process in accordance with the Act, Regulations and *City of Joondalup Standards for CEO Recruitment, Performance and Termination Council Policy*.

**Financial / budget implications**

The Council has not budgeted for consultancy costs related to the recruitment and selection of a CEO.

**Regional significance**

Not applicable.

**Sustainability implications**

Not applicable.

**Consultation**

Not applicable.

**COMMENT**

As outlined in s5.40 of the *Local Government Act 1995* the principles of merit and equity will be applied by undertaking a thorough assessment of the candidates' skills, knowledge and abilities against the work-related requirements of the role. The process will be open, competitive and free from bias, unlawful discrimination, nepotism or patronage.

The appointment of a CEO is a significant milestone for the City of Joondalup.

The proposed timeline/process is dependent on the appointment of an independent Human Resource Consultant and their expert advice with regard to suitable timeframes.

## **VOTING REQUIREMENTS**

Simple Majority.

**OFFICER'S RECOMMENDATION MOVED Cr Hill, SECONDED Cr Fishwick that Council ADOPT the proposed timeline/process for the recruitment and selection of a Chief Executive Officer for the City of Joondalup as detailed in Attachment 1 to this Report.**

**The Motion was Put and**

**CARRIED (5/0)**

**In favour of the Motion:** Mayor Jacob, Cr Chester, Cr Fishwick, Cr Hill and Cr Vinciullo.

**Against the Motion:** Nil.

## **ATTACHMENTS**

1. Chief Executive Officer Recruitment Timetable [7.1.1 - 2 pages]

---

## 7.2 INDEPENDENT HUMAN RESOURCE CONSULTANT - REQUEST FOR QUOTATION (WARD - ALL)

<b>WARD</b>	All
<b>RESPONSIBLE DIRECTOR</b>	Mr Jamie Parry Director Governance and Strategy
<b>FILE NUMBER</b>	74574, 101515
<b>AUTHORITY / DISCRETION</b>	Executive - The substantial direction setting and oversight role of Council, such as adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

---

### PURPOSE

For the Chief Executive Officer Recruitment and Performance Review Committee (the Committee) to confirm the request to appoint an external and independent Human Resource (HR) Consultant to facilitate the recruitment and selection of a new Chief Executive Officer (CEO).

### EXECUTIVE SUMMARY

At the Council meeting held on 24 June 2025 (CJ178-06/25 refers) it was agreed to advertise for the position of CEO for the City of Joondalup, for a term of five years.

The *Local Government Legislation Amendment Act 2019* included a requirement for model standards covering the recruitment and selection, performance review and termination of employment of local government CEOs. These reforms intend to ensure best practice and greater consistency in these processes between local governments.

The Council has adopted these model standards in its *City of Joondalup Standards for CEO Recruitment, Performance Review and Termination Council Policy* (Attachment 1 refers).

The City is also guided by the Local Government Operational Guideline *CEO Recruitment and Selection, Performance Review and Termination* which provides that a local government should seek independent advice from a human resources consultant where the Council does not have the capacity or expertise to facilitate the recruitment and selection process (Attachment 2 refers). Engagement with an independent consultant also ensures that the employment process is undertaken in accordance with the principles of merit, equity, and transparency.

At its meeting held on 24 June 2025 (CJ178-06/25 refers), Council resolved in part to seek a Request for Quotation (RFQ) for Consultancy Services from suitable independent human resource consultants to support the Council in the recruitment and selection process of a CEO for the City of Joondalup.

*It is recommended that the Chief Executive Officer Recruitment and Performance Review Committee NOTES the draft Request for Quotation for Consultancy Services to facilitate the Recruitment and Selection of a Chief Executive Officer as detailed in Attachment 3 to this Report.*

---

## BACKGROUND

At the Council meeting held on 24 June 2025 (CJ178-06/25 refers) it was agreed to advertise for the position of CEO for the City of Joondalup, for a term of five years.

Further, the Council:

- Endorsed the process for the recruitment of a CEO as per the minimum standards for recruitment and selection of a CEO as outlined in the *Guidelines for Local Government CEO Recruitment and Selection, Performance Review and Termination*.
- Agreed to undertake a Request for Quotation for Consultancy Services from suitable independent HR Consultants to support the Council in the recruitment and selection process of a CEO for the City of Joondalup.
- Requested that a report be presented to the Council on the preferred independent HR Consultant to support the Council in the recruitment and selection process of a CEO for the City of Joondalup.

The Council further requested that the independent HR Consultant appointed to undertake the CEO recruitment and selection commence the process following the 2025 local government elections.

A draft RFQ has been prepared with the intention of advertising and appointing the consultant in September to work with the CEO Recruitment and Performance Review Committee and administration in preparatory work on the recruitment process. Key decisions are not intended to be made until after the 2025 local government election.

Tasks that might be undertaken by the appointed consultant prior to the election include the following:

- Consulting with the Committee on a draft Job Description Form (JDF) which outlines the selection criteria, roles and responsibilities, and qualifications of the position. The JDF would be endorsed by the Council following the local government election.
- Consulting with the Committee on preparation of a recruitment and selection process for implementation as soon as practicable after the election.

## DETAILS

The Local Government Operational Guideline *CEO Recruitment and Selection, Performance Review and Termination* provides that a local government should seek independent advice from a Human Resources Consultant where the Council does not have the capacity or expertise to facilitate the recruitment and selection process.

The Guide further provides that the consultant should not be associated with the local government or any of its Council members. The consultant can be an independent human resource professional, recruitment consultant, or recruitment agency.

An independent HR Consultant can provide advice to the selection panel on how to conduct the recruitment process, or a local government may engage a consultant to support it in undertaking certain aspects of the recruitment process, such as one or more of the following:

- Development or review of the JDF.
- Development of selection criteria.
- Development of assessment methods in relation to the selection criteria.

- 
- Drafting of the advertisement.
  - Executive search.
  - Preliminary assessment of the applications.
  - Shortlisting.
  - Drafting questions for interview.
  - Coordinating interviews.
  - Preparing the selection summary assessment and recommendation.
  - Arranging for an integrity check and/or police clearance.
  - Assisting the council in preparing the employment contract.

The consultant is not to be directly involved in determining which applicant should be recommended for the position. Their role is not one of decision-maker.

A good independent HR Consultant will bring expertise, an objective perspective and additional human resources to what is a complex and time-consuming process.

Just because a decision is made to engage an independent HR Consultant, the Council is still required to maintain a high level of involvement in the process and enters into a formal agreement (contract) with them. To manage the contract efficiently, and ensure an effective outcome, regular contact with the consultant is required during the recruitment process.

The RFQ drafted provides an overview of the tasks required of the independent HR Consultant and their interaction with the selection panel and Council in the recruitment and selection of a preferred applicant for the role of CEO.

It is intended that the City seek submissions through a public and targeted process to appoint an external and independent HR Consultant, to facilitate the recruitment and selection of a CEO for the City of Joondalup.

The formal appointment of the independent HR Consultant will be made by the Council, most likely at its September meeting. The decision to appoint a consultant will not breach the provisions of the City's *Caretaker Period Council Policy* and s3.73(1) of the *Local Government Act 1995* as the Council is not *entering into, or renewing or terminating, the contract of employment of the CEO or of a senior employee.*

### **Issues and options considered**

Council may choose to:

- note the draft Request for Consultation for Consultancy Services to facilitate the Recruitment and Selection of a Chief Executive Officer as detailed in Attachment 3 to this Report, as presented.  
or
- note the draft Request for Consultation for Consultancy Services to facilitate the Recruitment and Selection of a Chief Executive Officer as detailed in Attachment 3 to this Report, with amendment.

### **Legislation / Strategic Community Plan / Policy implications**

#### **Legislation**

*Local Government Act 1995.*  
*Local Government (Administration) Regulations 1996.*

## 10-Year Strategic Community Plan

<b>Key theme</b>	5. Leadership.
<b>Outcome</b>	5-1 Capable and effective - you have an informed and capable Council backed by a highly-skilled workforce.
<b>Policy</b>	<i>City of Joondalup Model Standards for CEO Recruitment and Selection, Performance Review and Termination Council Policy.</i>

### Risk management considerations

Risk management considerations in reports to Council consider the relevant strategic risk(s).

This category of risk requires input from Council and is managed by the Chief Executive Officer and relevant Director(s).

Strategic risks are external or internal risks that affect the achievement of the City's long-term objectives.

#### Strategic Risk Relationship

<b>Risk</b>	<b>DECISIONS</b>	<b>EXPECTATIONS</b>	<b>WORKFORCE</b>	<b>REPUTATION</b>
<b>Risk Description</b>	Ineffective / improper decision making	Inability to understand community expectations	Inability to attract or retain skilled and competent workforce	Loss of community trust
<b>Risk Responsibility</b>	Director Governance and Strategy			Chief Executive Officer
<b>Residual Risk</b>	High			
<b>Control Effectiveness</b>	Strong			
<b>Risk Appetite</b>	High risk requires close monitoring with assurance of the highest levels of controls – strong – including plans for improving effectiveness levels.			
<b>Risk Control</b>	The relevant control, to mitigate risk, is the provision of a report that details the information required to allow adherence to the CEO's employment contract and legislative requirements.			

### Other risk information

The Council has a statutory responsibility to undertake the recruitment process in accordance with the Act, Regulations and *City of Joondalup Standards for CEO Recruitment, Performance and Termination Council Policy*.

### Financial / budget implications

The Council has not budgeted for consultancy costs related to the recruitment and selection of a CEO.

### Regional significance

Not applicable.

---

### **Sustainability implications**

Not applicable.

### **Consultation**

Not applicable.

### **COMMENT**

An external and independent HR Consultant will assist the Council with regard facilitation of the recruitment and selection of a CEO for the City of Joondalup.

It is considered that their early appointment prior to the local government election will assist in undertaking preparatory work for the Council's endorsement following the local government election in October 2025.

To defer advertising and the appointment of a consultant will mean that the City will lose several months in the employment process.

### **VOTING REQUIREMENTS**

Simple Majority.

**OFFICER'S RECOMMENDATION MOVED Cr Hill, SECONDED Cr Fishwick that the Chief Executive Officer Recruitment and Performance Review Committee NOTES the draft Request for Quotation for Consultancy Services to facilitate the Recruitment and Selection of a Chief Executive Officer as detailed in Attachment 3 to this Report.**

**The Motion was Put and**

**CARRIED (5/0)**

**In favour of the Motion:** Mayor Jacob, Cr Chester, Cr Fishwick, Cr Hill and Cr Vinciullo.

**Against the Motion:** Nil.

### **ATTACHMENTS**

1. City of Joondalup Standards for CEO Recruitment Performance and Termination Council Policy [7.2.1 - 8 pages]
2. Local Government Operational Guidelines CEO Recruitment and Selection, Performance Review and Termination [7.2.2 - 26 pages]
3. City of Joondalup CEO Recruitment RFQ [7.2.3 - 11 pages]

## **8 CLOSURE**

There being no further business, the Presiding Member declared the Meeting closed at 6.19pm the following Committee Members being present at that time:

MAYOR HON. ALBERT JACOB, JP  
CR ADRIAN HILL  
CR RUSS FISHWICK, JP  
CR JOHN CHESTER  
CR PHILLIP VINCIULLO

## **30 JULY 2025 - SPECIAL CEO RECRUITMENT AND PERFORMANCE REVIEW COMMITTEE ATTACHMENTS**

<b>7.1 CHIEF EXECUTIVE OFFICER RECRUITMENT AND SELECTION PROCESS (WARD - ALL)</b> .....	<b>2</b>
7.1.1 CHIEF EXECUTIVE OFFICER RECRUITMENT TIMETABLE.....	2
<b>7.2 INDEPENDENT HUMAN RESOURCE CONSULTANT - REQUEST FOR QUOTATION (WARD - ALL)</b> .....	<b>4</b>
7.2.1 CITY OF JOONDALUP STANDARDS FOR CEO RECRUITMENT PERFORMANCE AND TERMINATION COUNCIL POLICY .....	4
7.2.2 LOCAL GOVERNMENT OPERATIONAL GUIDELINES CEO RECRUITMENT AND SELECTION, PERFORMANCE REVIEW AND TERMINATION.....	12
7.2.3 CITY OF JOONDALUP CEO RECRUITMENT RFQ .....	38

**Chief Executive Officer Recruitment and Selection – Timetable**

The following timeline is proposed with regard the recruitment and selection of a Chief Executive Officer. It should be noted:

- Legislation refers to either the *Local Government Act 1995* or *Local Government (Administration) Regulations 1995*.
- Policy refers to the *City of Joondalup Standards for CEO Recruitment, Performance and Termination Policy*.

<b>Item No.</b>	<b>Date</b>	<b>Legislative/Policy Reference</b>	<b>Actions/Requirements</b>
1	August 2025	N/A	<ul style="list-style-type: none"> <li>• The CEO Recruitment and Performance Review Committee (the Committee) to note the RFQ for appointment of an external and independent human resources consultant to facilitate the recruitment and selection of a CEO.</li> <li>• The Council adopt the proposed timeline for the recruitment and selection of a CEO, noting that a number of the activities will only be confirmed following the appointment of an independent HR consultant and by the Council following the local government election.</li> </ul>
2	September 2025	N/A	<ul style="list-style-type: none"> <li>• The Committee give consideration to quotations received for an independent human resources consultant and makes a recommendation to the Council on a preferred consultant.</li> <li>• Council to endorse appointment of an independent human resources consultant.</li> <li>• The timeline for process related to the recruitment and selection of a CEO to be confirmed by the Consultant, in accord with their proposed recruitment and selection strategy.</li> </ul>
3	October 2025	Clause 5 of the Policy	Consultant to commence drafting a Job Description Form (JDF) in consultation with the Committee, which meets legislative requirements and is within the City of Joondalup template.
4	November/ December 2025	Reg 18FAB LG Regs 1996. Clauses 5 and 8 of the Policy	<ul style="list-style-type: none"> <li>• Council to: <ul style="list-style-type: none"> <li>○ Appoint representatives to the Committee and elect a Presiding Person.</li> <li>○ Endorse the JDF (absolute majority vote required).</li> </ul> </li> </ul>

			<ul style="list-style-type: none"> <li>○ Give consideration to appointment of a CEO Selection Panel noting that it is a requirement that at least one independent person is to be appointed to the Panel.</li> <li>● Consultant to liaise with the CEO Selection Panel on the recruitment and selection process, in accord with their proposed recruitment and selection strategy.</li> </ul>
5	TBC	S5.36(4) LGA 1995. Reg 18A LG Regs 1996. Clauses 6 and 7 of the Policy.	Advertise the CEO position in accordance with the Consultant's recruitment and selection strategy.
6	TBC	Clause 11 of the Policy.	Commence review of the CEO employment contract, remuneration, terms and conditions, and performance measures, in consultation with the CEO Selection Panel and/or Committee and Council, with assistance from the City's legal service providers.
7	TBC	S5.39 LGA 1995 Clause 11 of the Policy.	Council to endorse the draft CEO employment contract.
8	TBC	Clause 9 of the Policy.	Consultant to review and shortlist appropriately qualified and skilled candidates in consultation with the CEO Selection Panel.
9	TBC	Clause 9 of the Policy.	Conduct interviews with shortlisted candidates.
10	TBC	Clause 9 of the Policy.	Assess preferred candidate/s and undertake any psychometric testing; and conduct due diligence on preferred applicant/s work history, qualifications, integrity checks, referees and claims made in their job application.
11	TBC	S5.36 LGA 1995 Clauses 9 – 11 of the Policy.	<ul style="list-style-type: none"> <li>● Consultant to assist the CEO Selection Panel in preparation of a report to the Council on making an offer of employment to a preferred applicant.</li> <li>● Council to give consideration to endorsing the preferred candidate and making an offer of employment (absolute majority vote required).</li> </ul>
11	TBC	N/A	Close out recruitment by notifying unsuccessful applicants.

\*TBC – To Be Confirmed by Consultant



# City of Joondalup Standards for CEO Recruitment, Performance and Termination Council Policy

## Responsible directorate: Governance and Strategy

**Objective:** To establish the standards to be observed by the City of Joondalup in relation to the recruitment, performance, and termination of CEOs in accordance with Schedule 2 of the *Local Government (Administration) Regulations 1996*.

### Division 1 — Preliminary provisions:

#### 1. Citation:

These are the City Standards for CEO Recruitment, Performance and Termination.

#### 2. Terms used:

2.1. In these standards:

“**Act**” means the *Local Government Act 1995*.

“**additional performance criteria**” means performance criteria agreed by the Council and the CEO under clause 16.1(b).

“**applicant**” means a person who submits an application to the City for the position of CEO.

“**City**” means the City of Joondalup, being a local government established as a body corporate under section 2.5 of the Act.

“**contract of employment**” means the written contract, as referred to in section 5.39 of the Act, that governs the employment of the CEO.

“**contractual performance criteria**” means the performance criteria specified in the CEO’s contract of employment as referred to in section 5.39(3)(b) of the Act.

“**Council**” means the Council of the City.

“**job description form**” means the job description form for the position of CEO approved by the Council under clause 5.2.

“**selection criteria**” means the selection criteria for the position of CEO determined by the Council under clause 5.1 and set out in the job description form.

“**selection panel**” means the selection panel established by the Council under clause 8 for the employment of a person in the position of CEO.

- 2.2. Other terms used in these standards that are also used in the Act have the same meaning as they have in the Act unless the contrary intention appears.

## **Division 2 — Standards for Recruitment of CEOs:**

### **3. Overview of division:**

This Division sets out standards to be observed by the City in relation to the recruitment of CEOs.

### **4. Application of division:**

4.1. Except as provided in subclause 4.2, this Division applies to any recruitment and selection process carried out by the City for the employment of a person in the position of CEO.

4.2. This Division does not apply:

- a. if it is proposed that the position of CEO be filled by a person in a class prescribed for the purposes of section 5.36(5A) of the Act; or
- b. in relation to a renewal of the CEO's contract of employment, except in the circumstances referred to in clause 13.2.

### **5. Determination of selection criteria and approval of job description form:**

5.1. The Council must determine the selection criteria for the position of CEO, based on the Council's consideration of the knowledge, experience, qualifications and skills necessary to effectively perform the duties and responsibilities of the position of CEO of the City.

5.2. The Council must, by resolution of an absolute majority of the Council, approve a job description form for the position of CEO which sets out:

- a. the duties and responsibilities of the position; and
- b. the selection criteria for the position determined in accordance with subclause 5.1.

### **6. Advertising requirements:**

6.1. If the position of CEO is vacant, the City must ensure it complies with section 5.36(4) of the Act and the *Local Government (Administration) Regulations 1996* regulation 18A.

6.2. If clause 13 applies, the City must advertise the position of CEO in the manner referred to in the *Local Government (Administration) Regulations 1996* regulation 18A as if the position was vacant.

**7. Job description form to be made available by the City:**

If a person requests the City to provide to the person a copy of the job description form, the City must:

- a. inform the person of the website address referred to in the *Local Government (Administration) Regulations 1996* regulation 18A(2)(da); or
- b. if the person advises the City that the person is unable to access that website address:
  - i. email a copy of the job description form to an email address provided by the person; or
  - ii. mail a copy of the job description form to a postal address provided by the person.

**8. Establishment of selection panel for employment of CEO:**

8.1. In this clause:

“**independent person**” means a person other than any of the following:

- a. Council member;
- b. an employee of the City;
- c. a human resources consultant engaged by the City.

8.2. The Council must establish a selection panel to conduct the recruitment and selection process for the employment of a person in the position of CEO.

8.3. The selection panel must comprise:

- a. Council members (the number of which must be determined by the Council); and
- b. at least 1 independent person.

**9. Recommendation by selection panel:**

9.1. Each applicant’s knowledge, experience, qualifications and skills must be assessed against the selection criteria by or on behalf of the selection panel.

9.2. Following the assessment referred to in subclause 9.1, the selection panel must provide to the Council:

- a. a summary of the selection panel’s assessment of each applicant; and
- b. unless subclause 9.3 applies, the selection panel’s recommendation as to which applicant or applicants are suitable to be employed in the position of CEO.

9.3. If the selection panel considers that none of the applicants are suitable to be employed in the position of CEO, the selection panel must recommend to the Council:

- a. that a new recruitment and selection process for the position be carried out in accordance with these standards; and

- b. the changes (if any) that the selection panel considers should be made to the duties and responsibilities of the position or the selection criteria.
- 9.4. The selection panel must act under subclauses 9.1, 9.2 and 9.3:
- a. in an impartial and transparent manner; and
  - b. in accordance with the principles set out in section 5.40 of the Act.
- 9.5. The selection panel must not recommend an applicant to the Council under subclause 9.2(b) unless the selection panel has:
- a. assessed the applicant as having demonstrated that the applicant's knowledge, experience, qualifications and skills meet the selection criteria; and
  - b. verified any academic, or other tertiary level, qualifications the applicant claims to hold; and
  - c. whether by contacting referees provided by the applicant or making any other inquiries the selection panel considers appropriate, verified the applicant's character, work history, skills, performance and any other claims made by the applicant.
- 9.6. The Council must have regard to, but is not bound to accept, a recommendation made by the selection panel under this clause.

**10. Application of cl. 5 where new process carried out:**

- 10.1. This clause applies if the Council accepts a recommendation by the selection panel under clause 9.3(a) that a new recruitment and selection process for the position of CEO be carried out in accordance with these standards.
- 10.2. Unless the Council considers that changes should be made to the duties and responsibilities of the position or the selection criteria:
- a. clause 5 does not apply to the new recruitment and selection process; and
  - b. the job description form previously approved by the Council under clause 5.2 is the job description form for the purposes of the new recruitment and selection process.

**11. Offer of employment in position of CEO:**

Before making an applicant an offer of employment in the position of CEO, the Council must, by resolution of an absolute majority of the Council, approve:

- a. the making of the offer of employment to the applicant; and
- b. the proposed terms of the contract of employment to be entered into by the local government and the applicant.

**12. Variations to proposed terms of contract of employment:**

- 12.1. This clause applies if an applicant who is made an offer of employment in the position of CEO under clause 11 negotiates with the Council a contract of employment (the “negotiated contract”) containing terms different to the proposed terms approved by the Council under clause 11(b).
- 12.2. Before entering into the negotiated contract with the applicant, the Council must, by resolution of an absolute majority of the Council, approve the terms of the negotiated contract.

**13. Recruitment to be undertaken on expiry of certain CEO contracts:**

- 13.1. In this clause:

“**commencement day**” means the day on which the *Local Government (Administration) Amendment Regulations 2021* regulation 6 comes into operation.

- 13.2. This clause applies if:

- a. upon the expiry of the contract of employment of the person (the “incumbent CEO”) who holds the position of CEO:
- i. the incumbent CEO will have held the position for a period of 10 or more consecutive years, whether that period commenced before, on or after commencement day; and
  - ii. a period of 10 or more consecutive years has elapsed since a recruitment and selection process for the position was carried out, whether that process was carried out before, on or after commencement day;
- and
- b. the incumbent CEO has notified the Council that they wish to have their contract of employment renewed upon its expiry.

- 13.3. Before the expiry of the incumbent CEO’s contract of employment, the City must carry out a recruitment and selection process in accordance with these standards to select a person to be employed in the position of CEO after the expiry of the incumbent CEO’s contract of employment.

- 13.4. This clause does not prevent the incumbent CEO’s contract of employment from being renewed upon its expiry if the incumbent CEO is selected in the recruitment and selection process referred to in subclause 13.3 to be employed in the position of CEO.

**14. Confidentiality of information:**

The City must ensure that information provided to, or obtained by, the City in the course of a recruitment and selection process for the position of CEO is not disclosed, or made use of, except for the purpose of, or in connection with, that recruitment and selection process.

**Division 3 — Standards for review of performance of CEOs:**

**15. Overview of division:**

This Division sets out standards to be observed by the City in relation to the review of the performance of CEOs.

**16. Performance review process to be agreed between Council and CEO:**

16.1. The Council and the CEO must agree on:

- a. the process by which the CEO's performance will be reviewed; and
- b. any performance criteria to be met by the CEO that are in addition to the contractual performance criteria.

16.2. Without limiting subclause 16.1, the process agreed under subclause 16.1(a) must be consistent with clauses 17, 18 and 19.

16.3. The matters referred to in subclause 16.1 must be set out in a written document.

**17. Carrying out a performance review:**

17.1. A review of the performance of the CEO by the Council must be carried out in an impartial and transparent manner.

17.2. The Council must:

- a. collect evidence regarding the CEO's performance in respect of the contractual performance criteria and any additional performance criteria in a thorough and comprehensive manner; and
- b. review the CEO's performance against the contractual performance criteria and any additional performance criteria, based on that evidence.

**18. Endorsement of performance review by Council:**

Following a review of the performance of the CEO, the Council must, by resolution of an absolute majority of the Council, endorse the review.

**19. CEO to be notified of results of performance review:**

After the Council has endorsed a review of the performance of the CEO under clause 18, the City must inform the CEO in writing of:

- a. the results of the review; and
- b. if the review identifies any issues about the performance of the CEO — how the Council proposes to address and manage those issues.

**Division 4 — Standards for termination of employment of CEOs:**

**20. Overview of Division:**

This Division sets out standards to be observed by the City in relation to the termination of the employment of CEOs.

**21. General principles applying to any termination:**

21.1. The Council must make decisions relating to the termination of the employment of a CEO in an impartial and transparent manner.

21.2. The Council must accord a CEO procedural fairness in relation to the process for the termination of the CEO's employment, including:

- a. informing the CEO of the CEO's rights, entitlements and responsibilities in relation to the termination process; and
- b. notifying the CEO of any allegations against the CEO; and
- c. giving the CEO a reasonable opportunity to respond to the allegations; and
- d. genuinely considering any response given by the CEO in response to the allegations.

**22. Additional principles applying to termination for performance-related reasons:**

22.1. This clause applies if the Council proposes to terminate the employment of a CEO for reasons related to the CEO's performance.

22.2. The Council must not terminate the CEO's employment unless the Council has:

- a. in the course of carrying out the review of the CEO's performance referred to in subclause 22.3 or any other review of the CEO's performance, identified any issues (the "performance issues") related to the performance of the CEO; and
- b. informed the CEO of the performance issues; and
- c. given the CEO a reasonable opportunity to address, and implement a plan to remedy, the performance issues; and
- d. determined that the CEO has not remedied the performance issues to the satisfaction of the Council.

22.3. The Council must not terminate the CEO's employment unless the Council has, within the preceding 12-month period, reviewed the performance of the CEO under section 5.38(1) of the Act.

**23. Decision to terminate:**

Any decision by the Council to terminate the employment of a CEO must be made by resolution of an absolute majority of the Council.

**24. Notice of termination of employment:**

24.1. If the Council terminates the employment of a CEO, the City must give the CEO notice in writing of the termination.

24.2. The notice must set out the Council's reasons for terminating the employment of the CEO.

---

**Creation date:** April 2021 (CJ056-04/21)

**Formerly:**

**Amendments:**

**Last reviewed:**

**Related documentation:**

- Local Government (Administration) Regulations 1996
- Local Government Act 1995

**File reference:** 110020



Department of  
**Local Government, Sport  
and Cultural Industries**

# Local government operational guidelines

---

CEO recruitment and selection,  
performance review and termination

Local Government (Administration)  
Regulations 1996

May 2022



## Contents

<b>Preface</b> .....	1
<b>Part 1 – Recruitment and Selection</b> .....	2
Principles .....	2
Recruitment and Selection Standard .....	2
Recruitment and Selection Standard continued .....	3
Guidelines .....	3
Recruitment and selection process .....	3
Advertising .....	4
Selection panel and independent person .....	4
Independent human resources consultant .....	5
Council's responsibilities .....	6
Creating Diversity .....	6
Due Diligence .....	7
Selection .....	8
Employment contract .....	9
Appointment .....	9
Confidentiality .....	10
CEO induction .....	10
Principles .....	11
Performance Review Standard .....	11
Guidelines .....	11
Employment contract and performance agreement .....	11
Performance Criteria .....	12
Performance review panel .....	13
Independent consultant .....	13
Assessing performance .....	13
Addressing performance issues .....	14
Confidentiality .....	15
<b>Part 3 – Termination</b> .....	16
Principles .....	16
Termination Standard .....	16
Guidelines .....	16
Reason for termination .....	16
Opportunity to improve and mediation .....	18
Termination report .....	18

Confidentiality.....	18
Disclaimer .....	18

## Preface

---

The Local Government Legislation Amendment Act 2019 included a requirement for model standards covering the recruitment and selection, performance review and termination of employment of local government Chief Executive Officers (CEOs). These reforms intend to ensure best practice and greater consistency in these processes between local governments.

The accompanying guidelines outline the recommended practice for local governments in undertaking these processes. These guidelines will assist local governments in meeting the model standards prescribed in the Local Government (Administration) Amendment Regulations 2021.

The standards and guidelines have been developed by the Department of Local Government, Sport and Cultural Industries (DLGSC), in consultation with representatives from the Public Sector Commission, the Ombudsman, the Western Australian Local Government Association (WALGA) and Local Government Professionals WA (LG Pro). The Department gratefully acknowledges the participation and contribution of these representatives.

The DLGSC notes that the content of these guidelines does not necessarily reflect the views or policies of the organisations or individuals that have been consulted.

## Part 1 – Recruitment and Selection

---

One of the fundamental roles of the council is the employment of the local government's CEO. The CEO is responsible for implementing the council's strategic vision and leading the local government administration.

### Principles

A local government must select a CEO in accordance with the principles of merit, equity and transparency. A local government must not exercise nepotism, bias or patronage in exercising its powers. Additionally, a local government must not unlawfully discriminate against applicants. Section 5.40 of the Local Government Act 1995 (the Act) lists several general principles of employment that apply to local governments.

#### Recruitment and Selection Standard

The minimum standard for recruitment and selection will be met if:

- S1.1** The council has identified and agreed to the qualifications and selection criteria necessary to effectively undertake the role and duties of the CEO within that particular local government context.
- S1.2** The council has approved, by absolute majority, the Job Description Form (JDF) which clearly outlines the qualifications, selection criteria and responsibilities of the position. The JDF is made available to all applicants.
- S1.3** The local government has established a selection panel to conduct the recruitment and selection process. The panel must include at least one independent person who is not a current elected member, human resources consultant, or staff member of the local government.
- S1.4** The local government attracts applicants through a transparent, open and competitive process (this is not necessary for vacancies of less than one year). The local government must advertise a vacancy for the position of CEO in the manner prescribed.
- S1.5** The local government has assessed the knowledge, experience, qualifications and skills of all applicants against the selection criteria.
- S1.6** The local government has verified the recommended applicant's work history, qualifications, referees and claims made in their job application.
- S1.7** The appointment is merit-based, with the successful applicant assessed as clearly demonstrating how their knowledge, skills and experience meet the selection criteria.

### Recruitment and Selection Standard cont.

- S1.8** The appointment is made impartially and free from nepotism, bias or unlawful discrimination.
- S1.9** The council has endorsed by absolute majority the final appointment.
- S1.10** The council has approved the employment contract by absolute majority.
- S1.11** The local government re-advertises the CEO position and undertakes a recruitment and selection process after each instance where a person has occupied the position for ten (10) consecutive years.

## Guidelines

---

### Recruitment and selection process

The council of the local government should act collectively throughout the recruitment and selection process. To uphold the integrity of the process, the council must resist any attempt to influence the outcome through canvassing or lobbying.

The local government should carefully consider the role of the CEO. This includes the CEO's legislated powers and functions and their role as the head of the administrative arm of the local government. In determining the selection criteria for the position of CEO, it will be important for a local government to consider the needs of the community and the specific skills and experience that will be required of the CEO in that particular local government. The competencies the council looks for in its CEO should reflect the council's strategic community plan.

Once the essential skills and experience for the position have been established, the local government must set out the selection criteria (essential and desirable) and the responsibilities of the position in a Job Description Form (JDF). If emphasis is placed on certain selection criteria, this should be highlighted in the JDF so that applicants are aware of this. For example, some level of project management experience will usually be an important criterion, but if the local government is undertaking a major development such as a new recreation centre, added emphasis may need to be given to this criterion.

The JDF must be approved by an absolute majority of the council.

## Advertising

The local government should ensure that applicants are clearly informed about the application process, such as the application requirements, the closing date for applications and how applications are to be submitted. It is essential that this process is transparent and that each step in the process is documented. Associated records must be kept in a manner consistent with the State Records Act 2000 (WA).

It is a requirement that a local government gives Statewide public notice if the position of CEO becomes vacant. Statewide public notice must contain:

- details of the remuneration and benefits offered
- details of the place where applications are to be submitted
- the date and time applications close
- the duration of the proposed contract
- a web address where the JDF can be accessed
- contact details for a person who can provide further information
- any other relevant information.

To attract the best possible pool of applicants for the position of CEO, it is recommended that local governments use a diverse range of advertising methods, mediums and platforms (in addition to the advertising requirement under section 5.36(4) of the Act). For example:

- advertising on the local government's website
- posting on online jobs boards (e.g. SEEK)
- sharing the advertisement via professional networks
- undertaking an executive search.

A local government must publicly advertise the CEO position if the same person has remained in the job for 10 consecutive years. This requirement does not prevent the incumbent CEO from being employed for another term, provided they are selected in accordance with the standards for recruitment and selection.

### Selection panel and independent person

Local governments are required to establish a selection panel to conduct and facilitate the recruitment and selection process. The selection panel should be made up of elected members (the number of which is determined by the council) and must include at least one independent person. The independent person cannot be a current elected member, human resources consultant, or staff member of the local government. Examples of who the independent person could be include:

- former elected members or staff members of the local government
- former elected members (such as a Mayor or Shire President) or staff members of another local government
- a prominent or highly regarded member of the community
- a person with experience in the recruitment of CEOs and senior executives.

The panel are responsible for assessing applicants and making a recommendation to council regarding the most suitable applicant or applicants. The essence of the role of an independent panel member is to bring an impartial perspective to the process and reduce any perception of bias or nepotism.

It is essential that prior to a person's appointment to a selection panel they are informed of the duties and responsibilities of their role and that of the panel. It is recommended that local governments develop a policy or terms of reference to facilitate this process that incorporate the standards for recruitment at Division 2 of Schedule 2 of the Local Government (Administration) Regulations 1996. A policy should include important information that outlines:

- the primary functions of the panel
- roles and responsibilities of panel members
- composition of the panel
- duration of term
- desirable criteria for appointment to the panel
- a requirement that panel members sign a confidentially agreement and agree to the duties and responsibilities of their role
- any other information the local government deems necessary for the panel to effectively carry out their role.

### Independent human resources consultant

A local government should seek independent advice from a human resources consultant where the council lacks the capacity or expertise to facilitate the recruitment and selection process (or any aspect of it). A member of the human resources team within a local government should not be involved in the recruitment of a new CEO.

The consultant should not be associated with the local government or any of its council members. The consultant can be an independent human resource professional, recruitment consultant, or recruitment agency.

An independent human resources consultant can provide advice to the selection panel on how to conduct the recruitment process, or a local government may engage a consultant to support it in undertaking certain aspects of the recruitment process, such as one or more of the following:

- development or review of the JDF
- development of selection criteria
- development of assessment methods in relation to the selection criteria
- drafting of the advertisement
- executive search
- preliminary assessment of the applications
- shortlisting
- drafting questions for interview
- coordinating interviews
- preparing the selection summary assessment and recommendation
- arranging for an integrity check and/or police clearance
- assisting the council in preparing the employment contract.

The consultant is not to be directly involved in determining which applicant should be recommended for the position, their role is not one of decision-maker.

It is recommended that rigorous checks be conducted on any independent consultants before they are engaged to ensure they have the necessary skills and experience to effectively assist the council. Local government recruitment experience may be beneficial but is not a requirement.

The independent human resources consultant must be able to validate their experience in senior executive recruitment and appointments. It is important to note that if the local government uses a consultant or agency to assist in finding applicants, they will require an employment agent licence under the Employment Agents Act 1976 (WA).

A good independent human resources consultant will bring expertise, an objective perspective and additional human resources to what is a complex and time-consuming process. Given the time and effort involved in finding a competent CEO, and the cost of recruiting an unsuitable CEO, there can be a good business case for spending money on a human resources consultant.

If a decision is made to engage an independent human resources consultant, it is imperative that the council maintains a high level of involvement in the process and enters into a formal agreement (contract) with them. To manage the contract efficiently, and ensure an effective outcome, regular contact with the consultant is required during the recruitment process. As with any contractor engagement, the local government must ensure their procurement and tender processes comply with the Act and the procurement policy of the local government.

### Council's responsibilities

A human resources consultant cannot undertake the tasks for which the council is solely responsible. An independent consultant cannot and should not be asked to:

- Conduct interviews – as this should be done by the selection panel. However, council may decide to interview applicants recommended by the selection panel. A consultant can provide support with interviews, providing advice on the recruitment and selection process and writing up recommendations. The consultant may also arrange referee reports and checks of applicants.
- Make the decision about who to appoint to the position of CEO: Only the council can make this decision, drawing upon advice from the selection panel.
- Negotiate the terms and conditions of employment: Noting that the consultant should be able to provide advice on remuneration constraints and other terms and conditions.

## Creating Diversity

In order to ensure all applicants are given an equal opportunity for success, selection methods need to be consistent and objective. In a structured interview, each applicant should have the opportunity to answer the same primary questions with follow-up questions used to illicit further detail or clarification. Behavioural-based interview questions are objective and gauge the applicants' suitability, reducing biases in assessment (see examples below).

Basing a selection decision on the results of several selection methods can help to reduce procedural shortcomings and ensure the best applicant is chosen. Psychometric, ability and aptitude testing are considered valid, reliable and objective. While applicants with extensive experience and reputable education may appear to be more qualified, an objective assessment of each person's ability and personal traits can help to provide a clearer picture of the applicant.

Where possible, it is recommended that local governments ensure diversity on the selection panel. This may be achieved by ensuring gender, ethnicity, age and experiential diversity is represented on the panel. Diversity is also a consideration when selecting an independent person for the selection panel, particularly where there is a lack of diversity on the council. A diverse selection panel will assist in making quality decisions regarding suitable applicants.

Individuals are often unaware of biases they may have. For this reason, it is helpful for the selection panel to undertake training about unconscious biases. Awareness of unconscious biases assists individuals in preventing those biases from interfering in their decision making. For example, if there are considerable discrepancies in the assessment scores between two panel members, discussion will be required to ensure bias has not influenced these scores. Allowing team members to acknowledge and recognise prejudices is essential to managing those biases. The following biases should be addressed:

- "Similar-to-me" effect – if interviewers share the same characteristics with the applicants or view those characteristics positively, they are more likely to score them highly
- "Halo" effect – interviewers may let one quality (such as race, gender, looks, accent, experience, etc.) positively or negatively affect the assessment of the applicant's other characteristics.

## Due Diligence

It is essential that the local government ensures that the necessary due diligence is undertaken to verify an applicant's qualifications, experience and demonstrated performance. This includes:

- verifying an applicant's qualifications such as university degrees and training certificates
- verifying the applicant's claims (in relation to the applicant's character, details of work experience, skills and performance) by contacting the applicant's referees. Referee reports should be in writing in the form of a written report, or recorded and verified by the referee
- requesting that an applicant obtains a national police clearance as part of the application process
- ensuring no conflicts of interests arise by looking to outside interests such as board membership and secondary employment.

A council may wish to contact a person who is not listed as an applicant's referee, such as a previous employer. This may be useful in obtaining further information regarding an applicant's character and work experience, and verifying related claims. The applicant should be advised of this and be able to provide written comments to the council.

A search of social media and whether an applicant has an online presence may also assist in identifying potential issues. For example, an applicant may have expressed views which conflict with the local government's values. This should be made clear in the application information. To ensure the integrity of the recruitment process, a council must act collectively when performing due diligence.

## Selection

Once the application period closes, the selection panel, or consultant on behalf of the selection panel, must assess applications and identify a shortlist of applicants to be interviewed.

In shortlisting applicants for the interview phase, the selection panel should consider the transferable skills of applicants and how these would be of value in the role of CEO. The selection panel should not overlook applicants who do not have experience working in the local government sector.

It is important that the assessment process is consistent for all applicants. For example, each applicant is asked the same interview questions which are related to the selection criteria, and each are provided with the same information and undertake the same assessments.

Elected members should declare any previous association with an applicant or any potential conflict of interest at the time of shortlisting if they are part of the selection panel. Similarly, if the interviews involve the full council, the elected member should make an appropriate declaration before the interviews commence. If the potential conflict of interest is significant or a member's relationship with an applicant may result in claims of nepotism, patronage or bias, the council may need to consider whether to exclude the elected member from the process. The decision should be documented and recorded for future reference.

Selecting an applicant should be based on merit; that is, choosing an applicant that is best suited to the requirements of the position and the needs of the local government. This involves the consideration and assessment of applicants' skills, knowledge, qualifications and experience against the selection criteria required for the role. As part of the selection process, a council may consider it appropriate for each of the preferred candidates to do a presentation to council.

The appointment decision by the council should be based on the assessment of all measures used, including:

- assessment technique(s) used (e.g. interview performance)
- quality of application
- referee reports
- verification and sighting of formal qualifications and other claims provided by the applicant
- other vetting assessments used (e.g. police checks, integrity checks, etc.).

### Employment contract

In preparing the CEO's employment contract, the council must ensure the contract includes the necessary provisions required under section 5.39 of the Act and associated regulations.

Section 5.39 of the Act provides that a CEO's employment contract must not be for a term exceeding five years. The term of a contract for an acting or temporary position cannot exceed one year.

Further, the employment contract is of no effect unless it contains:

- the expiry date of the contract
- the performance review criteria
- as prescribed under regulation 18B of the Administration Regulations, the maximum amount of money (or a method of calculating such an amount) to which the CEO is to be entitled if the contract is terminated before the expiry date. The amount is not to exceed whichever is the lesser of:
  - the value of one year's remuneration under the contract; or
  - the value of the remuneration that the CEO would have been entitled to, had the contract not been terminated.

It is recommended that the council seeks independent legal advice to ensure that the contract is lawful and able to be enforced. Advice should be sought if there is any doubt as to the meaning of the provisions of the contract.

Councils should be aware that CEO remuneration is determined by the Salaries and Allowances Tribunal and the remuneration package may not fall outside the band applicable to that particular local government.

The CEO's employment contract should clearly outline grounds for termination and the termination process in accordance with the standards in regulations.

The council of the local government must approve, by absolute majority, the employment contract and the person they appoint as CEO.

### Appointment

A decision to make an offer of employment to a preferred applicant must be made by an absolute majority of council. If the preferred applicant accepts the offer and the proposed terms of the contract without negotiation, there is no further requirement for council to endorse the applicant and the contract. However, if there is a process of negotiation to finalise the terms and conditions of the contract, council is required to endorse the appointment and approve the CEO's employment contract by absolute majority. In both instances, the employment contract must be signed by all parties.

The council should notify both the successful individual and the remaining unsuccessful applicants as soon as possible before publicly announcing the CEO appointment.

The successful applicant should not commence duties with the local government as CEO until the employment contract has been signed.

The unsuccessful applicants (including those not interviewed) should be notified of the outcome of their application. It is recommended that the local government creates a template letter for unsuccessful applicants that can be easily personalised with the applicants' details and sent out quickly.

The council should keep a record of their assessment of the unsuccessful applicant(s) and provide the unsuccessful applicant(s) with the opportunity to receive feedback on their application, or interview performance if they were granted an interview. Should an unsuccessful applicant request feedback, it is recommended that a member of the selection panel provides this. If a recruitment consultant is used, they may undertake this task.

### Confidentiality

The local government should ensure that all information produced or obtained during the recruitment and selection process is kept confidential. This includes applicants' personal details, assessment details, the selection report and outcome of the process. This ensures privacy requirements are met and maintains the integrity of the process. It is recommended that selection panel members and councillors sign a confidentiality agreement to ensure that they are aware of their obligations.

### CEO induction

Local governments should ensure that they provide the CEO with all the necessary information on the local government's processes, policies, procedures and systems at the commencement of the CEO's employment.

New CEOs are eligible to participate in the Local Government CEO Support Program which is a joint initiative of the DLGSC and LG Pro to provide mentoring and general support to those appointed to the position of CEO in a local government for the first time. The program runs for six to nine months from the time a CEO is appointed and involves the CEO being matched with a mentor that best meets their needs.

The program provides the CEO with an opportunity (through meetings and on-going correspondence) to discuss a wide range of issues with their appointed mentor in the strictest confidence. The program is aimed at addressing the individual needs of the CEO. Examples of issues that may be covered include the following:

- Role of the CEO
- Governance
- Strategic and long-term planning
- Legislative framework
- Relationships and dealing with council members
- Risk management
- Resource management
- Managing the business of Council
- Family considerations

## Part 2 – Performance Review

---

### Principles

The standards regarding CEO performance review are based on the principles of fairness, integrity and impartiality.

#### Performance Review Standards

The minimum standard for performance review will be met if:

- S2.1** Performance criteria is specific, relevant, measurable, achievable and time-based.
- S2.2** The performance criteria and the performance process are recorded in a written document, negotiated with and agreed upon by the CEO and council.
- S2.3** The CEO is informed about how their performance will be assessed and managed and the results of their performance assessment.
- S2.4** The collection of evidence regarding performance outcomes is thorough and comprehensive.
- S2.5** Assessment is made free from bias and based on the CEO's achievements against documented performance criteria, and decisions and actions are impartial and transparent.
- S2.6** The council has endorsed the performance review assessment by absolute majority.

### Guidelines

Section 5.38 of the Act provides that, for a CEO who is employed for a term of more than one year, the performance of a CEO is to be reviewed formally at least once in every year of their employment.

In addition to this minimum requirement, it is recommended that the council engages in regular discussions with the CEO regarding their performance against the performance criteria, including progress and ways that the CEO can be supported. Any changes to the CEO's performance agreement such as changes to the performance criteria should also be discussed, and agreed to, between the council and the CEO, as the matter arises.

## Employment contract and performance agreement

Section 5.39, of the Act requires the employment contract to specify the performance criteria for the purpose of reviewing the CEO's performance. This will include ongoing permanent performance criteria. A local government may wish to have a separate additional document called a "performance agreement" which includes the performance review criteria in the employment contract, additional criteria (e.g. the performance indicators in relation to specific projects) and how the criteria will be assessed. The performance agreement should be negotiated and agreed upon by the CEO and the council. The performance agreement may also set out the CEO's professional development goals and outline a plan to achieve these goals.

## Performance Criteria

Setting the performance criteria is an important step. One of the CEO's key responsibilities is to oversee the implementation of council's strategic direction, and so it is important to align the CEO's performance criteria to the goals contained in the council's Strategic Community Plan and Corporate Business Plan. Accordingly, as these plans are updated, the CEO's performance criteria should be updated to reflect the changes.

In leading the administrative arm of a local government, the CEO is responsible for undertaking core tasks, the achievement of which will contribute to the effectiveness of the council. It is important that the outcomes associated with these tasks are measurable and clearly defined. These could be in relation to:

- service delivery targets from the council's Strategic Community Plan
- budget compliance
- organisational capability
- operational and project management
- financial performance and asset management
- timeliness and accuracy of information and advice to councillors
- implementation of council resolutions
- management of organisational risks
- leadership (including conduct and behaviour) and human resource management
- stakeholder management and satisfaction.

Performance criteria should focus on the priorities of the council and, if appropriate, can be assigned priority weighting in percentages. The council and CEO should set goals related to target outcomes for future achievement in the performance criteria. Goals should be specific, measurable, achievable, relevant and time-based.

Following the determination of the performance criteria and goals, the council will need to determine how to measure the outcomes of each criterion. It is important to relate performance indicators to the selection criteria used in selecting the CEO. For example, if the CEO has been selected due to their financial experience and ability to improve the local government's finances, indicators regarding improved revenue and reduced expenses are obvious starting points.

Considering the context within which the local government is operating is important. For example, if a significant financial event occurs, such as a downturn in the economy, financial performance indicators will likely need to be adjusted. It is important that such contextual factors are given appropriate weighting and that goals are flexible to allow regular adjustment. Adjustments may be initiated by either the CEO or the council. Councils need to be realistic in terms of their expectations of a CEO's performance and provide appropriate resources and support to facilitate the achievement of performance criteria.

### Performance review panel

It is recommended that the council delegates the CEO performance review to a panel (e.g. comprising certain council members and an independent observer). The panel has a duty to gather as much evidence as possible upon which to base their assessments. The role of the review panel includes developing the performance agreement in the first instance, conducting the performance review and reporting on the findings and recommendations of the review to council. It is also recommended that council develop a policy to guide the performance review process. A policy might include the composition of the panel, primary functions, the role and appointment of an independent consultant, and the responsibilities of review panel members.

### Independent consultant

If a council lacks the resources and expertise to meet the expected standard of performance review, the council should engage an external facilitator to assist with the process of performance appraisal and the development of the performance agreement.

The local government should ensure that the consultant has experience in performance review and, if possible, experience in local government or dealing with the performance review of senior executives. The consultant should not have any interest in, or relationship with, the council or the CEO.

With guidance from the performance review panel, a consultant can facilitate the following tasks:

- setting performance criteria
- preparing the performance agreement
- collecting performance evidence
- writing the performance appraisal report
- facilitating meetings between the performance review panel
- assisting with the provision of feedback to the CEO
- formulating plans to support improvement (if necessary)
- providing an objective view regarding any performance management-related matters between the concerned parties.

### Assessing performance

It is a requirement of the regulations that the process by which the CEO's performance will be reviewed is documented and agreed to by both parties. Council and the CEO must also agree on any performance criteria that is in addition to what is specified in the CEO's contract of employment. The option to include additional criteria for performance review purposes by agreement provides a degree of flexibility for both parties in response to changing circumstances and priorities.

It is essential that CEO performance is measured in an objective manner against the performance criteria alone. It is important that reviews are impartial and not skewed by personal relationships between the review panel and the CEO. Close personal relationships between the panel members and the CEO can be just as problematic as extremely poor relationships. Evidence of CEO performance may come from an array of sources, many of which the CEO themselves can and should provide to the council as part of regular reporting. These sources include:

- achievement of key business outcomes
- interactions with the council and progress that has been made towards implementing the council's strategic vision

- audit and risk committee reports
- workforce metrics (e.g. the average time to fill vacancies, retention rate, information about why people leave the organisation and staff absence rate)
- incident reports (e.g. results of occupational health and safety assessments, the number and nature of occupational health and safety incident reports, and the number and nature of staff grievances)
- organisational survey results
- relationships (e.g. with relevant organisations, stakeholder groups, and professional networks)
- insights from key stakeholders (this could be done by way of a survey to obtain stakeholder input).

It is important that, in addition to looking at the achievement of key performance indicators (KPIs), the council considers the following:

- How the CEO has achieved the outcomes. Whether or not their methods are acceptable and sustainable.
- The extent to which current performance is contingent upon current circumstances. Has the CEO demonstrated skills and behaviours to address and manage changes in circumstances which have affected his or her performance? (for example, the impact of COVID-19.)
- What the CEO has done to ensure the wellbeing of staff and to maintain trust in the local government.

The council should consider the attention the CEO has given to ensuring equal employment opportunity, occupational health and safety, privacy, managing potential conflicts of interest, and complying with procurement process requirements.

### Addressing performance issues

Once the CEO's performance has been assessed, it is essential that any areas requiring attention or improvement are identified, discussed with the CEO and a plan is agreed and put in place to address these. The plan should outline the actions to be taken, who is responsible for the actions and an agreed timeframe.

The performance review panel must decide on an appropriate course of action that will address the performance issue. This may include professional development courses, training, counselling, mediation, mentoring or developing new work routines to ensure specific areas are not neglected. The performance review panel should then arrange for regular discussion and ongoing feedback on the identified performance issues, ensuring improvements are being made.

It is important to keep in mind that a local government falling short of its goals is not always attributable to the CEO. External factors may have resulted in initial performance expectations becoming unrealistic. Failure to meet performance criteria does not necessarily mean the CEO has performed poorly and, for this reason, performance and outcome should be considered separately. Where ongoing issues have been identified, the council will need to take a constructive approach and seek to develop the CEO's competency in that area.

While there are obligations on the council to manage the CEO regarding their performance, when it extends into potential wrongdoing (misconduct), the council should be referring the matter to the Public Sector Commission or Corruption and Crime Commission. This provides an independent process to follow and ensures probity, natural justice and oversight of allegations.

### Confidentiality

The council must ensure that accurate and comprehensive records of the performance management process are created. Any information produced must be kept confidential.

## Part 3 – Termination

---

### Principles

The standards for the termination of a local government CEO's employment (other than for reasons such as voluntary resignation or retirement) are based on the principles of fairness and transparency. Procedural fairness is a principle of common law regarding the proper and fair procedure that should apply when a decision is made that may adversely impact upon a person's rights or interests.

#### Termination Standards

The minimum standards for the termination of a CEO's contract will be met if:

- S3.1** Decisions are based on assessment of the CEO's performance as measured against the documented performance criteria in the CEO's contract.
- S3.2** Performance issues have been identified as part a performance review (conducted within the preceding 12 months) and the CEO has been informed of the issues. The council has given the CEO a reasonable opportunity to improve and implement a plan to remedy the performance issues, but the CEO has not subsequently remedied these issues to the satisfaction of the local government.
- S3.3** The principle of procedural fairness is applied. The CEO is informed of their rights, entitlements and responsibilities in the termination process. This includes the CEO being provided with notice of any allegations against them, given a reasonable opportunity to respond to those allegations or decisions affecting them, and their response is genuinely considered.
- S3.4** Decisions are impartial and transparent.
- S3.5** The council of the local government has endorsed the termination by absolute majority.
- S3.6** The required notice of termination (which outlines the reasons for termination) is provided in writing.

## Guidelines

---

### Reasons for termination

The early termination of a CEO's employment may end due to:

- poor performance
- misconduct
- non-performance or repudiation of contract terms.

There is a difference between poor performance and serious misconduct. Poor performance is defined as an employee not meeting the required performance criteria or demonstrating unacceptable conduct and behaviour at work, it includes:

- not carrying out their work to the required standard or not doing their job at all
- not following workplace policies, rules or procedures
- unacceptable conduct and behaviour at work
- disruptive or negative behaviour at work
- not meeting the performance criteria set out in the employment contract and/or performance agreement unless these are outside the CEO's control
- not complying with an agreed plan to address performance issues
- failing to comply with the provisions of the Local Government Act 1995 and other relevant legislation
- failing to follow council endorsed policies.

Serious misconduct can include when an employee:

- causes serious and imminent risk to the health and safety of another person or to the reputation or revenue of the local government
- behaves unlawfully or corruptly
- deliberately behaves in a way that is inconsistent with continuing their employment.

Examples of serious misconduct can include:

- matters arising under section 4(a), (b) and (c) of the Corruption, Crime and Misconduct Act 2003
- theft
- fraud
- assault

- falsification of records
- being under the influence of drugs or alcohol at work
- refusing to carry out appropriate and lawful resolutions of council.

Misconduct is also defined in section 4 of the Corruption, Crime and Misconduct Act 2003 (WA). Under this Act, misconduct can be either serious or minor and the obligation to notify the Public Sector Commission (PSC) or the Corruption and Crime Commission (CCC) is paramount.

Termination on the basis of misconduct is covered by employment law. A local government should seek independent legal, employment or industrial relations advice prior to a termination. A council should also seek independent advice during the termination process including advice on the relevant employment legislation affecting CEO employment and the application of that legislation to their specific circumstances. This will ensure that a council complies with employment law during the entire termination process.

A local government is required to endorse the decision to terminate a CEO's employment by way of an absolute majority decision. A local government must certify that the termination was in accordance with the adopted standards in regulations.

### Opportunity to improve and mediation

If a CEO is deemed to have been performing poorly, the council must be transparent and inform the CEO of this. It is important that the CEO is given an opportunity to remedy the issues within a reasonable timeframe as agreed between the CEO and the council.

The council should clearly outline the areas in need of improvement, and with the CEO's input, determine a plan to address any issues. If a plan for improvement is put in place and the CEO's performance remains poor, then termination may be necessary. If a local government decides to terminate the employment of the CEO it must have conducted a performance review in the previous 12 months in accordance with section 5.38 of the Act.

Where the concerns or issues relate to problematic working relationships or dysfunctional behaviour, it is recommended that a council engages an independent accredited mediator to conduct a mediation between the parties. A mediation session may be useful in assisting parties to understand and address issues before the situation escalates to a

breakdown in the working relationship (which affects the ability of the CEO to effectively perform their duties) and the subsequent termination of the CEO's employment.

### Termination report

The council should prepare a termination report which outlines the reasons for termination, the opportunities and assistance provided to the CEO to remedy any issues, and an explanation of the CEO's failure to do so. Council must provide prior opportunities and support to the CEO to assist them in remedying the issues which form the basis of the termination. It is a requirement of the regulations that council must provide written notice to the CEO outlining the reasons for their decision to terminate. In addition, council must certify that the termination of the CEO's employment was carried out in accordance with the standards set out in regulations.

### Confidentiality

Local governments should ensure that the termination process is kept confidential. The CEO is to be informed of their rights and entitlements. Notice of termination of employment is required to be given in writing. Where possible, the news of termination of employment should also be delivered in person. The CEO should be provided with a letter outlining the reasons for, and date of, the termination of their employment.

Before making any public announcements on the termination of the CEO, a council should ensure that the entire termination process is complete, including that the CEO has been informed in writing of the termination.

### Disclaimer

It is outside the scope of these guidelines to provide legal advice, and local governments should seek their own legal advice where necessary. Guidance as to legal requirements and compliance in relation to the termination of employment is provided by the Fair Work Commission at [www.fwc.gov.au](http://www.fwc.gov.au), the Fair Work Ombudsman at [www.fairwork.gov.au](http://www.fairwork.gov.au) and the Western Australian Industrial Relations Commission at [www.wairc.wa.gov.au](http://www.wairc.wa.gov.au).



## REQUEST FOR QUOTATION

### CONSULTANCY

Request for Quotation (RFQ)	PROVISION OF CONSULTANCY SERVICES TO FACILITATE THE RECRUITMENT AND SELECTION OF A CHIEF EXECUTIVE OFFICER
RFQ Number	<b>INSERT TENDERLINK NUMBER</b>
Closing Date and Time	<b>5.00PM</b> <b>DAY, AUGUST 2025</b> Western Australian Standard Time
Lodgement Details	City of Joondalup e-Procurement Portal <a href="https://portal.tenderlink.com/joondalup">https://portal.tenderlink.com/joondalup</a>

<b>PLEASE COMPLETE AND RETURN THIS SECTION</b>	<b>DOCUMENT C1</b>
--	--------------------

**1 RESPONDENTS OFFER**

**1.1 OFFER FORM**

Director Governance and Strategy  
City of Joondalup  
90 Boas Avenue  
JOONDALUP WA 6027

Name of person or company \_\_\_\_\_

Address \_\_\_\_\_

ABN \_\_\_\_\_ ACN \_\_\_\_\_

Registration, licence number or qualification details (If required) \_\_\_\_\_

Hereby offers to perform the requirements detailed in City of Joondalup RFQ **INSERT NO** for Consultancy Services to support the Chief Executive Officer Recruitment and Performance Review Committee.

**I / we agree to be bound by and act in accordance with the terms and conditions of this RFQ including any schedules, attachments, appendices and Addenda, and I / We affirm that:**

- (a) this Offer is not able to be withdrawn without the written consent of the City;**
- (b) this Offer, inclusive of price, will remain valid for a period of 30 calendar days from the Closing Date and Time unless extended by the written agreement of the City and the Respondent; and**
- (c) The Respondent agrees to perform the requirements of this RFQ in accordance with the Conditions of Contract in Part 4.**

**I / we agree that the City is not liable for any costs or losses incurred by the Respondent in connection with the preparation or submission of this Offer, irrespective of its outcome.**

**I / we declare that the Respondent is not aware of any situation under which its involvement would create a conflict of interest or a perceived conflict of interest.**

**All documents required have been completed, signed and are submitted herewith in accordance with the conditions of the RFQ.**

**I / we confirm that Part 1 has been completed in its entirety, including any required attachments, in the VendorPanel system.**

Dated this \_\_\_\_\_ day of \_\_\_\_\_

Signature of authorised signatory of the Respondent \_\_\_\_\_

Print name and position of the authorised signatory \_\_\_\_\_

Telephone no \_\_\_\_\_ Email \_\_\_\_\_

<b>PLEASE COMPLETE AND RETURN THIS SECTION</b>	<b>DOCUMENT C1</b>
--	--------------------

**1.2 PRICE OFFERED**

The following lump sum price is offered as consideration for the fulfilment of the Specification and any other obligations of the Respondent should it be selected as a Consultant under this RFQ, including but not limited to all labour, materials, equipment, consumables and any other items that may be needed in order to meet the requirements of the Specification.

The offered price is:

Item	Description	Fixed Lump Sum Price (Exclusive of GST)
1	Provision of Consultancy Services to facilitate the recruitment and selection of a Chief Executive Officer for the City of Joondalup.	\$

**1.3 SCHEDULE OF ADDITIONAL RATES OFFERED**

Respondents shall complete this schedule and identify the rates that will be applicable for the key personnel engaged for the Services.

The rates for tasks, which may arise during the term of the Contract for variations requested by the City, will be based on the following charge out rates and actual time spent for variations requested by the City on assigned tasks.

Item	Description of Personnel's Role in the Project	Name of Personnel	Hourly Rate (Exclusive of GST)
1	<i>Please specify</i>		\$
2			\$
3			\$
4			\$
5			\$

**1.4 INSURANCE REQUIREMENTS**

The Respondent shall ensure that the insurance requirements for this RFQ, as set out below, are met and shall be kept in place as per the following table and it is agreed that copies of the certificates of currency shall be provided to the City as part of the Offer, and the City may request the same at any time throughout the Contract period.

Type	Insurer	Policy Number	Required Value (\$)	Expiry Date
Worker's Compensation			*	
Public Liability			\$20M	
Professional Indemnity			\$5M	
Motor Vehicle (inclusive of schedule of vehicles)				

\*As per the *Workers Compensation and Injury Management Act 2023 (WA)*

**PLEASE COMPLETE AND RETURN THIS SECTION**

**DOCUMENT C1**

**1.5 EXPERIENCE AND QUALIFICATIONS REQUIRED**

**1.5.1 RESOURCES**

Respondents must provide details of the resources that will be allocated to meet the requirements of this Contract, including:

- A brief history of the company addressing the period of time in business, the number of full-time employees and the principal location of the business.
- The structure of the business and details of the qualifications, length of service and industry experience of the personnel proposed for the Contract.
- The ability to provide additional personnel and resources if required.

Respondents must also address the ability to complete all the work under the contract and the ability to mobilise based on estimated timelines provided.

**1.5.2 EXPERIENCE**

The Respondent must provide a description of work undertaken with other organisations that are of a similar nature to the services carried out under this contract. The minimum information required is:

- Experience working with Councils/Boards in the recruitment and selection of Chief Executive Officers and/or senior executive level officers; and
- Understanding of the local government legislative framework related to the recruitment and selection of Chief Executive Officers and/or senior executive level officers.
- A minimum of two (2) current referee contacts. Referees may be contacted during the evaluation of quotations received.

**1.5.3 DEMONSTRATED UNDERSTANDING OF THE REQUIRED TASKS**

Respondents must demonstrate an appreciation of the requirements of this RFQ and provide an outline of the proposed methodology and approach, including estimated timeframes. The methodology will be assessed for appropriateness and its ability to achieve Contract objectives.

**PLEASE READ AND KEEP THIS SECTION**

**DOCUMENT C1**

**2 SPECIFICATION**

**2.1 BACKGROUND**

The term of employment of the current Chief Executive Officer (CEO) expires on 13 March 2026.

The Council has agreed to advertise for the position of CEO for the City of Joondalup, for a term of five years.

The City of Joondalup therefore requires the services of a suitably qualified and experienced Recruitment Consultant to facilitate the recruitment and selection of a CEO.

This recruitment must take into account the requirements of the Western Australian *Local Government Act 1995* and associated regulations in relation to the recruitment and selection of a CEO.

The City is seeking a fixed lump sum price to complete this process.

**2.2 CONTRACT TERM**

The Contract shall be for the completion of a recruitment and selection process, concluding on the formal acceptance of an offer of employment from the preferred applicant.

The City will notify the Respondent of the Commencement Date via letter of acceptance.

The Council has agreed that key components of the recruitment and selection process commence following the 2025 local government elections (18 October 2025) where a new Mayor and up to six new Councillors may be elected. This will not restrict preliminary work being undertaken, in consultation with the City and CEO Recruitment and Performance Review Committee, on:

- Development of a draft Job Description Form (JDF) which clearly outlines the selection criteria, roles and responsibilities, and experience and qualifications required for the position.
- Preparatory work required for the recruitment and selection process.

**2.3 PURPOSE OF ENGAGING CONSULTANT**

To provide expert independent advice and guidance to the CEO Selection Panel in facilitation of the recruitment and selection of a CEO; and to ensure the process is undertaken with regard the principles of merit, equity and transparency.

The CEO Selection Panel is to be determined by the Council and will comprise Elected Members (number to be determined by the Council) and at least one independent person.

**2.4 SCOPE OF THE REQUIREMENT**

The Consultant is required to provide their expertise in applying and facilitating the recruitment and selection process for a CEO.

The activities of the Consultant are to include the following:

- Provide relevant advice and input where required on the legislative requirements related to the recruitment and selection of the CEO.
- Complete consultation with the CEO Recruitment and Performance Review Committee on the preparation/review of a JDF, meeting legislative requirements and within the City of Joondalup template; and assist the Committee in making a recommendation for endorsement of the JDF by the Council.
- Review the CEO employment contract, remuneration, terms and conditions, and performance measures, in consultation with the CEO Selection Panel and Council, with assistance from the City's legal service providers.

**PLEASE READ AND KEEP THIS SECTION**

**DOCUMENT C1**

- Present a recruitment and selection strategy including but not limited to:
  - Appropriate channels for advertising and scope of advertising reach.
  - Advising on how to present the position in the marketplace to attract suitably qualified applicants both within and beyond the local government sector.
  - Preparation of an applicant information package including advertisement for the position.
  - Management of applicant enquires.
- Provide a methodology by which the shortlisting of applicants will be conducted and presented to the CEO Selection Panel.
- Coordinate and administer an appropriate selection process for the CEO Selection Panel including but not limited to:
  - Providing or assisting in the provision of a final shortlist report.
  - Preparation of draft interview questions and any presentation requirements.
  - Providing advice and assistance in relation to interview techniques and methodology.
  - Making all administrative arrangements with regard:
    - Facilitating interviews and any other meetings with the CEO Selection Panel.
    - Attending, taking notes and recording the outcomes (findings and conclusions) of all formal interviews conducted by the CEO Selection Panel.
  - Providing advice on a methodology by which psychometric, or other, testing might assist the decision-making process, and the type of testing preferred.
  - Conducting due diligence on preferred applicant/s work history, qualifications, integrity checks, referees and claims made in their job application.
  - Coordinating with the City any requirements for pre-employment medical assessments.
  - Assisting the CEO Selection Panel in arriving at a recommendation for a preferred candidate including preparation of a written summary of selection outcomes and reasons for preferred applicant selection, including an offer of employment, for the Council's endorsement.
  - Negotiating the offer of employment with the preferred candidate, as required.
- Finalise the process overall.

All activities undertaken are on a confidential basis.

## **2.5 OUTCOMES OF THE PROJECT**

Successful appointment of a preferred applicant to the position of CEO of the City of Joondalup.

All materials used by and/or generated by the Consultant to undertake the recruitment and selection process (eg spreadsheets and other documentation) to be made available to the City for record keeping purposes.

## **2.6 TIMEFRAME FOR THE PROJECT**

The Consultant is to provide an estimated timeline for completion of the recruitment and selection process commencing from initial consultation meeting until offer of employment made to preferred applicant, noting the Council has agreed that key components of the recruitment

**PLEASE READ AND KEEP THIS SECTION**

**DOCUMENT C1**

and selection process commence following the 2025 local government elections (18 October 2025).

The estimated timeframes for completion of activities is as follows:

<b>Activity</b>	<b>Date(s)</b>
Independent HR Consultant appointed by Council.	23 September 2025.
Development of draft JDF.	October 2025.
Endorsement by Council of: <ul style="list-style-type: none"> <li>• Draft JDF.</li> <li>• Appointment of the CEO Selection Panel inclusive of at least one independent person.</li> </ul>	November 2025.
Liaison with the CEO Selection Panel on elements of the recruitment and selection process.	November/December 2025.
Advertising of the CEO position.	TBC.
Review the CEO employment contract in consultation with the CEO Selection Panel, and Council, with assistance from the City's legal service providers.	TBC.
Review and shortlist appropriately qualified and skilled candidates.	TBC
Attend CEO Selection Panel meetings to: <ul style="list-style-type: none"> <li>• Provide the applications for the shortlisted candidates.</li> <li>• Guide the Panel in assessing and finalising the potential candidates for interview.</li> <li>• Develop the interview questions/ presentation for candidates.</li> </ul>	TBC.
Arrangement of interviews with shortlisted candidates and facilitate meetings with the Recruitment Panel.	TBC.
Facilitate the CEO Selection Panel meetings to: <ul style="list-style-type: none"> <li>• Discuss and assess candidates based on their interview performance and meeting of selection criteria.</li> <li>• Facilitate any candidate psychometric testing.</li> <li>• Conduct due diligence on preferred applicant/s work history, qualifications, integrity checks, referees and claims made in their job application.</li> </ul>	TBC.

**PLEASE READ AND KEEP THIS SECTION**

**DOCUMENT C1**

Assist the CEO Selection Panel in preparation of a report to the Council on making an offer of employment to a preferred applicant.	TBC.
Negotiate with the preferred candidate, if required, on the remuneration package and any other items.	TBC.
Close out the recruitment by notifying unsuccessful applicants.	TBC.

**2.7 PROVISION OF REPORTS AND RECOMMENDATIONS**

The Consultant shall provide reports as required in Part 2.4 of the RFQ, or when requested during the CEO recruitment and selection process and in accordance with the requirements of this Contract.

**2.8 ATTACHMENTS**

To assist the Consultant the following attachments are provided:

- Attachment 1: City of Joondalup Standards for CEO Recruitment, Performance and Termination Policy.
- Attachment 2: DLGSCI Guidelines for Local Government CEO Recruitment and Selection, Performance Review and Termination.
- Attachment 3: Terms of Reference of CEO Recruitment and Performance Review Committee (as at 31 July 2025).

**PLEASE READ AND KEEP THIS SECTION**

**DOCUMENT C1**

**3 CONDITIONS OF QUOTATION**

- 3.1** Respondents must submit an Offer in accordance with the following requirements:
- (a) The quotation must be submitted electronically via the VendorPanel system;
  - (b) once submitted, offers will remain valid for a period of thirty (30) days from the closing date and time;
  - (c) respondents must provide copies of certificates of insurance, and where applicable, documents evidencing all registrations, licences and qualifications required.
  - (d) offers received after the closing date and time **will not** be accepted for evaluation.
- 3.2** The City may accept any quote it considers is in the best interests of or represents best value to the City. The City is not bound to accept the lowest Offer.
- 3.3** The City may at its absolute discretion and without providing reasons:
- (a) accept one or more of the Offers received in response to this RFQ;
  - (b) accept the whole or, when specified in the Specification, any separable portion of any Offer (as detailed in the schedule of rates or specified pricing structure);
  - (c) reject any and all Offers; or
  - (d) terminate this RFQ at any time and in any circumstances.
- 3.4** If a Respondent, whether personally or by any agent, canvasses any of the City's Elected Members or staff with a view to influencing the acceptance of any quotation made by it or any other means, then regardless of such canvassing having any influence on the acceptance of such quotation, the City may at its discretion omit the quotation from consideration.

**PLEASE READ AND KEEP THIS SECTION**

**DOCUMENT C1**

**4 CONDITIONS OF CONTRACT**

- 4.1** The Consultant shall provide the Services in accordance with the terms, conditions and requirements of the Request for Quotation (RFQ). In any inconsistency between the terms and conditions of this RFQ and terms and conditions of a Contractor, the terms and conditions of this RFQ prevail.
- 4.2** During the Term, none of the Specification or conditions of Contract are to be varied, waived, discharged or released either in law or in equity, except by the express written agreement of the City.
- 4.3** The Contract pricing will be for a fixed lump sum and schedule of rates as set out in clause 1.2 of the RFQ which is fixed for the Term of the Contract and will not be subject to variation for profits, labour, fuel, materials, taxes, levies, insurance, GST administration expenses or any other charges in connection with supply under the Contract.
- 4.4** If the Consultant fails to perform the Services in accordance with the requirements set out in the specification and the timeframes agreed between the Consultant and the City, the City may cancel the Contract and terminate the requirement.
- 4.5** Where the State Government declares a State of Emergency and publishes emergency measures restricting public gatherings which apply to the performance of the Contract, the City may cancel or suspend the Contract at its discretion.
- 4.6** If the Consultant at any time fails to carry out the Services with due diligence to the reasonable satisfaction of the City, or undertakes any serious unsafe operation which in the opinion of the City may endanger public life or property, then the City may terminate or suspend the Contract by written notice to the Consultant.
- 4.7** The City may inspect or test any part of the Services, at any stage, and may reject any part of the Services that does not conform to the requirements of the RFQ, whereupon the Consultant shall perform that part of the Services again to the satisfaction of the City and at no additional cost to the City. Any inspection or test will not relieve the Consultant from full and entire responsibility for performing the Services.
- 4.8** Unless agreed in writing, all payments will be made in accordance with the City's normal payment terms being thirty (30) days from the end of month of receipt of the Consultants invoice, which shall be after the Services have been provided and accepted by the City. The Consultant shall show on its invoice the amount charged exclusive of GST and the GST amount separately.
- 4.9** The Consultant shall at its own expense procure and maintain appropriate and current insurance requirements as may be required. The Consultant shall provide the City with copies of current insurance certificates as required in accordance with clause 1.3 of this RFQ.
- 4.10** "City" means the City of Joondalup, 90 Boas Avenue, Joondalup WA 6027, a local government established under section 2.5 of the *Local Government Act 1995*.
- 4.11** "Consultant" means a person or company appointed to provide the Services described in this RFQ.
- 4.12** A Consultant must not without prior written approval of the City assign, transfer, charge, encumber or sub-contract the Contract or any part thereof. If granted, approval to sub-contract will not relieve the Consultant from any liability or obligation under the Contract.
- 4.13** The Consultant/Contractor, its employees, agents or subcontractors are to treat all information concerning the City acquired in the performance of the Contract as confidential, to be used only for the purpose of performing the Contract and not be disclosed to any person without the prior written consent of the City or as otherwise required by law. A breach of this clause will be considered a breach of the Contract and may result in termination of the Contract by the City.
- 4.14** The City will retain ownership of any Intellectual Property rights subsisting in any material or information that it provides or makes available to the Consultant/Contractor for the purpose of performing the Contract.

**PLEASE READ AND KEEP THIS SECTION**

**DOCUMENT C1**

**4.15** The Laws of Western Australia shall govern the Contract.