



1986-2016: Celebrating 30 years working in the community

Policy on :	Protocol for the management and support of the Chief Executive – first draft
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Compliant with Scottish Housing Regulator’s Regulatory Framework:	All 6 standards apply
Compliant with BHA Rules:	Rules updated 2014
Compliant with Equal Opportunities :	The Association agrees to adhere to our general equality and diversity policy to commit to fair and equal access to all.
Relationship with other policies:	Serious Complaints Against Chief Executive Notifiable Events Policy Code of Conduct Grievance and Disciplinary Policies EVH Terms and Conditions of Employment

Date for Approval :	March 2018
Date for review :	March 2021

Responsible Officer :	Chief Executive
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History
 Version 1
 First approved 2018
 Version update due 2021

Protocol for the management and support of the Chief Executive

1 Purpose

- 1.1 To set out clear arrangements for the management including annual staff appraisal, supervision and support of the Chief Executive by the Governing Board of Barrhead Housing Association (BHA).

2 Line Management

- 2.1 The appointment of the Chief Executive is a key function of the Governing Board. The Chief Executive, as the most senior staff member, plays a major role in the governance and leadership of the association, and is a crucial link between the Governing Board and the staff team. It is a key responsibility of the Chief Executive to use this link role to facilitate good governance within the Association.
- 2.2 The Chief Executive will normally have considerable experience of working at a senior level in an organisation, and will not require close day to day supervision in order to carry out his/her responsibilities. However, it is essential for good governance that there are clear arrangements in place for management and supervision of the Chief Executive, at an appropriate level, and that the Chief Executive is supported effectively by the Board in their role.
- 2.3 The Governing Board of BHA **delegates responsibility to the Chair** of the Governing Board to act in a line manager role for the Chief Executive. As such, the Chair will be responsible for arranging periodic one-to-one meetings with the Chief Executive throughout the year, to review progress with key objectives, to discuss the effectiveness of his/her performance and contribution to the leadership and governance of the Association, to discuss any areas of concern regarding Board member, senior management and staff team inter-relationships, meeting agenda planning and other issues, and any support, training and development required by the Chief Executive.
- 2.4 Such **authorisation for leave and absence required by the Chief Executive will be sought from the Chair**, who will be the key contact during any period of extended absence and for absence management arrangements.

3 Performance management at BHA

- 3.1 BHA seeks to take an integrated approach to performance management, a process which enables individuals to contribute towards achieving organisational goals.

- 3.2 The Performance Management framework sets out the BHA approach to systematic business planning effectiveness, and how organisational aims, objectives, tasks and targets are set and reviewed each year. This process is integrated with the annual budget preparation process.
- 3.3 BHA has a system of individual staff appraisal which is linked to the business planning process. Annual appraisals are conducted for all staff at the start of each financial year. Objectives and targets set as part of this process are linked to BHA's broader objectives and agreed priorities for the coming year. The appraisal also includes an assessment of knowledge and skills, attitudes and relationships that are relevant for each role.
- 3.4 The development needs of each staff member are assessed, and plans devised to meet these requirements, in the context of the tasks and targets required to be achieved, and the level at which the agreed knowledge and skills required for the role are being demonstrated, as well as recognising the mutual aspirations and benefits for both the individual and the organisation of wider development and career progression.
- 3.5 It is very important that the same principles are applied to performance appraisal and management in relation to the Chief Executive, at an appropriate level, as to all other staff.

4 Appraisal

- 4.1 The Chief Executive will have an annual appraisal conducted by the Chair supported by an independent advisor at the start of each new financial year. (NOTE - subject to confirmation via final governance review)
- 4.2 Appraisals are conducted on a cascaded basis, starting with the most senior staff member (i.e. the Chief Executive) and continuing in hierarchical order, so that the priority tasks and targets can be cascaded effectively down through the organisation.
- 4.3 All staff appraisals should normally be conducted during the months of April, and it is important that the Chief Executive's appraisal is arranged promptly by the Chair at the start of April each year.
- 4.4 This appraisal will follow the same process as for other staff, and include a review of performance against the previous year's objectives, an assessment of the effectiveness with which appropriate knowledge and skills have been displayed, the key objectives and targets to be

achieved in the coming year, and any training, development or other support that will be necessary to enable these objectives to be successfully achieved.

- 4.5 Whilst Governing Board members do not work in the organisation from day to day, and cannot observe the Chief Executive's interaction with staff, customers and other stakeholders, it is appropriate to gather feedback on performance from other sources as part of the appraisal process. At least every three years, and more frequently if deemed appropriate, a 360 degree feedback exercise will be conducted by way of preparation for the Chief Executive's appraisal, seeking observations about the Chief Executive's performance from both direct reports and other Board members, and potentially from a wider group including other senior staff and key stakeholders.
- 4.6 One formal review meeting will be held between the Chair and Chief Executive part-way through the year, to discuss progress, but these issues may also be discussed in any one-to-one meetings with the Chair.

5 Grievances and Disciplinary Matters

- 5.1 The Chief Executive will discuss any informal grievances with the Chair. Any grievances which the Chief Executive wishes to pursue more formally or which are not resolved informally must be raised in the first instance with the Chair, unless they relate to the Chair in which case they must be raised with the Chair of the Staffing Sub-Group.
- 5.2 Any grievances raised by staff or Board members relating to the Chief Executive must be raised in the first instance with the Chair, unless the Chair is part of the grievance, in which case they should be raised with the Chair of the Staffing Sub-Group.
- 5.3 In all cases, BHA's Grievance Policy and Disciplinary Policy will be used as the framework for dealing with any grievances or disciplinary matters, as for other staff.
- 5.4 Any disciplinary matters concerning the behaviour or performance of the Chief Executive must be raised with the Chief Executive by the Chair in the first instance, or in their absence by the Chair of the Staffing Sub-Group.
- 5.5 The Governing Board will have regard to the high sensitivity of all such matters set out above, and will act with extreme care in all cases. Suitable legal or professional HR advice will be taken where required. The use of suitably experienced independent advisors to carry out any

necessary investigations should always be considered. If a serious grievance or complaint is made against the Chief Executive, BHA must follow our Policy which is based on the regulatory guidance set out in Appendix 2 of the Scottish Housing Regulator's (SHR's) Notifiable Events guidance, and the Chair must notify SHR accordingly.

- 6.0 **Appraisal form – see Appendix 1 (tbc)**
360 degree feedback form – see appendix 2 (tbc)