

# FutureNow.

## Policy 1.1: FutureNow CEO Employment and Delegations Policy

### 1. Purpose

The Board of FutureNow is responsible for the employment and performance monitoring of the organisation's CEO, the highest-level staff member of the organisation.

The purpose of the policy is to establish a formally articulated policy for the appointment of FutureNow's CEO, the conditions of the CEO's employment and the delegations made to the CEO by the Board. In doing so, it also provides a consistent approach to CEO employment and delegation, and encourages transparency of process.

### 2. Scope and responsibilities

This policy applies to FutureNow's Board members and CEO.

It is the responsibility of each Board member and the CEO to comply with this policy and ensure that they are aware of any changes and updates to the policy.

### 3. Abbreviations

CEO: Chief Executive Officer

FutureNow: FutureNow—Creative and Leisure Industries Training Council Inc.

KPIs: Key Performance Indicators

### 4. Policy statement

The leadership nature of the CEO role makes it a key appointment, one that is critical to FutureNow's success. The impact of an inappropriate CEO appointment is significant in terms of ongoing operations, and FutureNow's reputation and image.

FutureNow will utilise an open and transparent appointment process, employ the best available person for the job of CEO, and provide fair and appropriate terms and conditions of employment.

This policy sets out the role and responsibilities of the CEO, the Board delegation to the CEO, the recruitment and performance review requirements for the CEO position and the circumstances in which the CEO's employment may be terminated.

### 5. Role and responsibilities of the CEO

The CEO is responsible, within parameters established by the Board, for:

- implementing the strategic goals and objectives of the organisation;
- in conjunction with the Chairman, enabling the Board to fulfil its governance function; and
- providing direction and leadership toward the achievement of the organisation's vision, mission and strategy, and its annual goals and objectives.

To meet these responsibilities, the CEO will:

- commit to FutureNow's mission, which is to *facilitate the continual improvement of workforce skills in the creative, leisure and technology sectors to drive economic growth and productivity*

*as well as enriching Western Australia's cultural and social landscape, now and into the future, through working with the Board, staff and stakeholders;*

- effectively represent FutureNow's mission, as well as its programs, products and services, in a strong and positive way in all interactions with relevant stakeholders and the broader community;
- provide thought leadership to the Board and staff in relation to workforce development in FutureNow's industries and allied sectors in Western Australia and nationally;
- act prudently, ethically and in the best interests of FutureNow as a whole at all times;
- report to the Board and provide it with the information and ideas necessary to:
  - facilitate Board decision-making and to provide assurance that all activities are directed toward the Board's objectives; and
  - develop immediate and long-term strategies for FutureNow;
- Implement and maintain a system of internal controls and risk management frameworks and systems to identify and manage material risks to achieving the Board's objectives;
- prepare annual budgets and financial reports for presentation to the Board for review and approval;
- ensure thorough and timely communication with the Board on financial and administrative matters, including provision of Board meeting papers;
- provide prompt and considered responses to Board members' requests for information;
- implement the strategic direction of the Board through the following operational activities:
  - ensuring that FutureNow's organisational structure, including job roles, remains dynamic in order to meet current and future business needs;
  - effectively managing the human resources of FutureNow according to authorised personnel policies and procedures that conform to current laws and regulations;
  - ensuring the administrative structure and processes promote a productive and collaborative working environment;
  - managing the financial accounts of the organisation within approved budget guidelines and according to current laws and regulations;
  - overseeing the design, delivery, promotion and quality of products and services; and
  - maintaining policies, information systems and procedures suitable to provide internal and external stakeholders with timely and accurate information through appropriate channels and in compliance with regulatory requirements; and
- initiate and maintain his or her own professional development within the domains of expertise required to lead FutureNow.

## **6. Board delegations to the CEO**

The Board recognises that its relationship with the CEO is integral to the success of FutureNow in achieving its objectives.

The Board has delegated the responsibility of management, operation and administration of FutureNow to the CEO, and will oversee the activities of management to ensure these delegated duties are carried out as directed.

## **7. CEO recruitment**

When a new CEO is to be appointed, the position will be advertised to attract the widest possible range of potential applicants.

The position statement for the CEO will be that approved by the Board.

The CEO is required to have an appropriate mix of expertise, experience and qualifications. Key attributes to be sought include:

- Board administration and support
- Strategic leadership
- Financial management
- Human resource management
- Risk management
- Marketing and public relations
- Stakeholder brokerage and management, both internal and external
- Project management and service delivery.

The Board of FutureNow will carry out its functions relating to the appointment and performance monitoring of the CEO according to the principles of fairness and transparency of decision-making processes and criteria.

The Board will take care to identify all perceived, potential or actual conflicts of interest between FutureNow and the applicants. Any conflicts should be appropriately considered.

The CEO recruitment process should reference FutureNow's human resources management policies and procedures.

## **8. CEO Employment Agreement**

The CEO employment agreement must contain:

- the CEO's duties and responsibilities
- terms and conditions of the CEO's employment;
- the agreed CEO review criteria, procedure and interval, which can only be varied by agreement between the FutureNow Board and the CEO between reviews;
- conditions of, and procedure for, the termination of the CEO's contract;
- an obligation to return all organisational information and material to FutureNow when leaving; and
- FutureNow's dispute resolution policy for both parties.

## **9. CEO Performance Review**

The performance review process is an opportunity to build relationships and improve FutureNow's overall effectiveness in achieving its objectives. The process, which is based on previously agreed KPIs, must be collaborative and constructive, and provide guidance for the following twelve-month period.

A nominated Board member is responsible for undertaking the review in consultation with the CEO.

The review process may include:

- self-assessment by the CEO based on previously agreed KPIs;
- input from all Board members;
- consultation between the nominated Board member and the CEO to discuss performance and professional development goals;
- a review by the nominated Board member and CEO of the KPIs for the next twelve-month period.

In the first year of a CEO's employment, KPIs are to be developed in consultation with the CEO following his/her first three months in the role. The Chair must provide these agreed-upon KPIs to the Board for approval within 28 days of them being agreed.

CEO KPIs must:

- be balanced across the range of CEO roles and responsibilities;
- be informed by FutureNow's strategic plan;
- acknowledge leadership;
- be developed in consultation with the CEO and reviewed annually; and
- once agreed on, not changed during the review period.

## **10. Termination of CEO appointment**

The circumstances in which the appointment of the CEO may be terminated include:

- the expiry of the contracted period of appointment, with no reappointment made;
- resignation of the CEO;
- redundancy of the CEO position;
- removal of the CEO from the position upon the conviction of any felony;
- removal or suspension of the CEO from employment for misconduct; or
- unsatisfactory performance.

The CEO should always be given written notice of the action to be taken, including the reasons for the action, and provided with an opportunity to respond.

## **11. Record-keeping**

The Board is responsible for ensuring that all CEO employment, delegation and performance review processes are documented and that records are properly maintained. This record-keeping process can be delegated to the CEO and be performed in accordance with FutureNow's Human Resources Management Policy.

## **12. Associated Documents**

- FutureNow–Creative and Leisure Industries Training Council Inc. Rules
- *Associations Incorporation Act 2015 (WA)*
- Western Australian employment law
- FutureNow Human Resources Management Policy and Procedures
- CEO employment agreement

### 13. Authorisation

This Policy has been authorised by the CEO and the Board of FutureNow.