

Local Government Professionals Inc

2008 CEO Development Project Survey Summary Report

January 2009

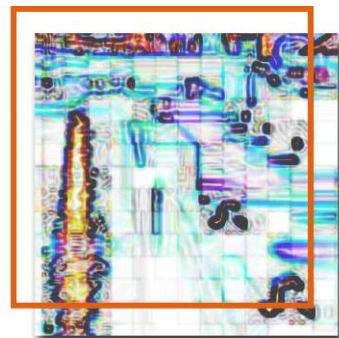
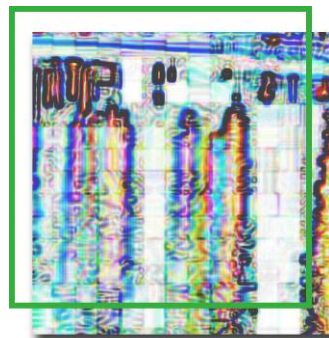


Prepared By:

Metropolis Research Pty Ltd
ABN 39 083 090 993

Prepared For:

Local Government Professionals Inc





© Local Government Professionals Inc, 2009

This work is copyright. Apart from any use permitted under the Copyright Act 1968, no part may be reproduced by any process without written permission from the Social Planner, Maribyrnong City Council.

Disclaimer

Any representation, statement, opinion or advice, expressed or implied in this publication is made in good faith but on the basis that Metropolis Research Pty Ltd, its agents and employees are not liable (whatever by reason of negligence, lack of care or otherwise) to any person for any damages or loss whatsoever which has occurred or may occur in relation to that person taking action in respect of any representation, statement, or advice referred to above.

Contact Details

This report was prepared by Metropolis Research Pty Ltd on behalf of LGPro Inc. For more information, please contact:

Dale Hubner
Managing Director
Metropolis Research Pty Ltd

Level 1, 74 Victoria Street
CARLTON VIC 3053

(03) 9272 4600
d.hubner@metropolis-research.com

David Priess
Chief Executive Officer
LGPro Inc

P O Box 409
SOUTH MELBOURNE VIC 3205

(03) 9686 3833
davidp@lgpro.com





Table of contents



INTRODUCTION.....	4
METHODOLOGY	4
<i>Survey component</i>	4
<i>Interview component</i>	4
SURVEY COMPONENT RESPONSE RATE	5
SURVEY COMPONENT KEY FINDINGS.....	7
PROFILE OF LOCAL GOVERNMENT CEOs AND MANAGEMENT	7
<i>Demographic profile</i>	7
<i>Qualifications</i>	7
CURRENT EMPLOYMENT PROFILE.....	8
FUTURE EMPLOYMENT	8
<i>Reasons for leaving current role</i>	8
<i>Next career move</i>	9
SKILLS FOR SUCCESSFUL CEOs	10
NEW SKILLS REQUIRED IN THE NEXT 5 YEARS	11
BEST WAYS TO DEVELOP REQUIRED SKILLS.....	11
ASPECTS CONSIDERED WHEN APPLYING FOR A NEW POSITION	11
MOST IMPORTANT CHARACTERISTICS OF POTENTIAL CEOs	12
INTERVIEW COMPONENT KEY FINDINGS.....	13
CURRENT AND PAST CEO INTERVIEWS	13
<i>Professional development – mentoring</i>	13
<i>Professional development – job rotation</i>	14
<i>Gender issues</i>	15
<i>Experience/background</i>	15
RECRUITMENT AGENCY INTERVIEWS	16
CURRENT AND FORMER MAYOR INTERVIEWS	17
POTENTIAL NEXT STEPS.....	19
CEO DEVELOPMENT SUPPORT MATERIALS AND PROGRAMS	19
MAYORAL/COUNCILLOR MATERIALS AND PROGRAMS	19



Introduction

Metropolis Research Pty Ltd was engaged by the Local Government Professionals Association Inc (LGPro) to examine the behaviours and attitudes of current and former local government Chief Executive Officers (CEOs) and potential CEOs. The research aims to:

- ⊗ Quantify the demographic profile of current and potential CEOs
- ⊗ Examine the career paths, options and plans of potential CEOs
- ⊗ Explore CEO and potential CEO views on the skills, traits, knowledge and experience required to be a successful local government CEO
- ⊗ Examine methods of ensuring potential CEOs have access to the necessary professional development to equip them to be successful local government CEOs

The project was designed to assist LGPro to assess the human resources that are currently available and will be available to lead the sector over the next decade. This knowledge will assist the LGPro in developing CEO professional development programs.

This document provides a summary of the key findings of the research as well as a discussion of improvement opportunities and potential next steps designed to assist the LGPro with a CEO development project.

Methodology

Survey component

Metropolis Research Pty Ltd contacted the CEO at each of the 79 councils across Victoria and asked if they were willing to participate in the project. Participating CEOs were forwarded a copy of the *Current and Former CEO Survey*. Participating CEOs were also sent copies of the *Director and Potential CEO Survey* for distribution to members of council's executive management team and other managers or coordinators which the CEO believed may be a potential future CEO candidate.

Both CEO and potential CEOs were provided with a reply paid envelope for returning the survey to Metropolis Research Pty Ltd for processing.

Interview component

In addition to the paper based CEO and potential CEO surveys, Metropolis Research Pty Ltd conducted follow up telephone interviews with a number of current and former

CEOs, a small number of Mayors and local government focused employment agencies. These interviews were designed to examine in more detail some of the issues arising from the quantitative component. In addition, these interviews provided a range of other perspectives on issues around CEO professional development, qualifications and other employment related issues.

Trained Metropolis Research Pty Ltd staff conducted a total of 22 telephone interviews over the period mid-December to early February 2009. The interviews were designed to provide more detailed feedback on a range of issues arising from analysis of the survey results to the main study. The breakdown of interviews was as follows:

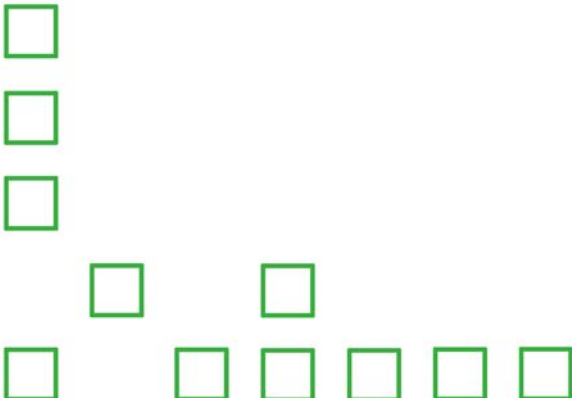
- ⊗ 1 current Mayor and 6 current CEOs of metropolitan councils
- ⊗ 2 current Mayors and 3 current CEOs of regional shire councils
- ⊗ 1 current CEO of a regional city council
- ⊗ 1 former Mayor and 5 former CEOs
- ⊗ 3 managers/senior staff of recruitment agencies

Survey component response rate

Of the 688 surveys distributed between both CEOs and potential CEOs, a total of 300 were returned to Metropolis Research Pty Ltd for inclusion in the study - representing a response rate of 43.5%.

CEOs were considerably more likely to complete a survey than potential CEOs with 59 of the 79 CEOs responding (74.7%). This may in part reflect the fact that CEOs were contacted directly by LGPro via email in advance of the project commencing and were then contacted through their personal assistants or directly by officers of Metropolis Research Pty Ltd inviting them to participate. Potential CEOs were provided with a survey pack via the CEOs office in each council and may therefore have received less information on the project or direct encouragement to participate.

The response rate of both the CEOs and potential CEO surveys is very good for a mail out survey. Higher response rates tend to reflect the importance respondents place on the issue covered in the survey. The sample obtained is sufficiently large and representative of the population to provide a meaningful basis for analysis and ensure that the results reflect the broad range of current opinions of municipal management in Victoria.



Response rate by council type
LGPro - CEO Development Project
 (Number and percent of distributed surveys)

Type of employer	CEO			Potential CEO			Response rate
	Distributed	Returned	Response	Distributed	Returned	Response	
City council	31	23	74.2%	287	107	37.3%	40.9%
Rural city council	11	9	81.8%	61	46	75.4%	76.4%
Shire council	37	27	73.0%	261	88	33.7%	38.5%
Total	79	59	74.7%	609	241	39.6%	43.5%

Response rate
LGPro - CEO Development Project
 (Number and percent of distributed surveys)

Region	CEO		Potential CEO	
	Distributed	Returned	Distributed	Returned
Western	6	5	50	21
Southwest	7	6	64	21
Southeast	8	5	65	30
Northwest	7	6	49	29
Northern	3	0	21	0
Northeast	10	7	85	32
Central	38	30	275	108
Total	79	59	609	241
<i>Response rate</i>	74.7%		39.6%	



Survey component key findings

The following outlines the key findings from the *LGPro - 2008 CEO Development Project Survey*.

Profile of local government CEOs and management

Demographic profile

- CEOs were overwhelmingly male (88.1%) and aged 46 years and over (86.5%).
- Approximately three-quarters of potential CEOs were male (72.2%) and they were relatively evenly split between younger (aged up to 45 years – 44.0%) respondents and older (aged 46 years and over – 56.1%) respondents.

Qualifications

- More than three-quarters of CEOs had graduate qualifications – either a Graduate Diploma (18.6%) or more commonly a Postgraduate Degree (57.6%). All seven surveyed female CEOs had a Postgraduate Degree compared to just 51.9% of their male colleagues.
- Potential CEOs were marginally less likely to have a Bachelor Degree or higher than CEOs (90.5% compared to 98.2% of CEOs), and were less likely to have a Postgraduate Degree than CEOs (35.7% compared to 57.6%).
- Approximately half of the surveyed CEOs and potential CEOs had qualifications in the fields of business and/or management. Other common fields of study included engineering, local government and planning.
- Male potential CEOs were slightly more likely to have business/management qualifications as well as engineering or economics qualifications than female potential CEOs who were more likely to have qualifications in arts, education, health/medicine or psychology.



Current employment profile

- Almost all CEOs had worked in the local government sector for at least ten years (89.1%) with two-thirds having worked in local government for at least twenty years (62.7%).
- Potential CEOs had a more diverse range of periods of time employed in the local government sector than CEOs with one-quarter having been in the sector more than ten years (27.4%) and one-third more than twenty years (32.4%).
- Two-thirds of the potential CEOs surveyed were employed currently as senior managers such as Directors or General Managers (65.1%) and one-third as middle management such as Managers or Coordinators (32.4%).
- Almost two-thirds of potential CEOs were previously employed as middle managers (59.3%), which reflect the anticipated career path progression from officer to middle manager to senior manager to CEO.
- A sizeable proportion of both CEOs (29.3%) and potential CEOs (27.1%) had been in their current role for less than one year.
- A little under half of both CEOs (40.7%) and potential CEOs (46.5%) anticipated staying in their current role for between two and five years.

Future employment

Reasons for leaving current role

- On average respondents identified three reasons each as to why they would consider leaving their current role.
- The most commonly identified reason why both CEOs and potential CEOs would consider leaving their current role was “new opportunities become available” (60.0% and 59.3% respectively).
- One in six current CEOs (16.4%) identified “difference of opinion regarding Council’s future vision” as a reason for potentially leaving their current role.
- Male potential CEOs were more likely than female colleagues to identify “new opportunities” and “seeking higher remuneration”, whilst female potential CEOs were more likely to identify “more life in the work-life balance”.
- Younger potential CEOs were more likely to identify reasons relating to career advancement and ambition than their older colleagues.

Next career move

- There is a clear preference expressed by both CEOs and potential CEOs that their next role be located in a city council over a rural city council over a shire council.
- Potential CEOs expressed a strong preference for their next role to be a promotion over a sideways move (similar role).
- Only a very small proportion of either CEOs or potential CEOs identified a preference for their next career move to be out of the local government sector with 6.3% preferring a move into the private sector, 6.2% into a government agency and 4.0% into the not-for-profit sector.
- Although overall respondents preferred future roles in city councils over other council types, respondents from both rural city councils and shire councils did express some preference to stay in a similar type of council.
- Potential CEOs reporting that they would apply for a CEO role in the future did not appear to be overly concerned with the location or type of council. These respondents appear to value the opportunity to be a CEO if offered a role over a preference for a type of council.
- Male potential CEOs were more likely than their female counterparts to apply for a CEO role, particularly with their current council (43.1% compared to 31.3%).
- The most common reasons given by those respondents who would not apply for a CEO role as to why they would not related to the fact they considered themselves currently to be too inexperienced (35.9%). Many of these respondents were younger middle managers.
- Female potential CEOs were considerably more likely than males not to apply for a CEO role at the moment because they feel they currently lack the necessary experience/qualifications (47.2% compared to 31.6%). Interestingly, this result is particularly true for female potential CEOs currently employed at Director/General Manager level (26.3% compared to 12.3%).
- A little under half the potential CEOs (43.5%) reported that they would be prepared to stay in the local government sector up to five years in order to gain a CEO role before rethinking their goals. Younger respondents were prepared on average to stay longer than older respondents.
- Interestingly, rural city council respondents were considerably more likely than city or shire council respondents to wait more than five years (69.2% compared to 50.0%).
- A little under two-thirds of potential CEOs intended to stay between five and ten years if appointed to a CEO role, regardless of the type of council.

Skills for successful CEOs

- When asked which skills, traits, or knowledge they believe are important to be successful as a local government CEO, both CEOs and potential CEOs selected an average of 23 attributes from the 40 attributes included in the survey.
- The relatively large average number of attributes selected by both CEOs and potential CEOs suggests that both groups believe a considerable range of skills, traits or knowledge are required to be a successful CEO in local government.
- The most important skills identified by CEOs were “honesty/integrity” (32.2%), “understanding of the principles of leadership” (30.5%) and “ability to work well with councillors” (28.8%).
- The most important skills identified by potential CEOs were “strategic thinking” (37.3%), “understanding of the principles of leadership” (32.8%) and “ability to work well with councillors” (30.3%).
- Some variation is evident in the potential CEO results for most important skills required of a successful CEO between the type of council (city, rural city or shire) and between the age and gender of potential CEO respondents:
 - Respondents from city councils were more likely to identify “ability to work well with Councillors”, “political awareness” and “resilience” and less likely to identify “ability to communicate effectively”.
 - Respondents from rural cities were less likely to identify “honesty/integrity” and “ethical intelligence” and more likely to identify “community engagement skills”.
 - Respondents from shire councils were more likely to identify “understanding principles of good governance”.
 - Female potential CEOs were more likely to identify “strategic thinking”, “understanding of the principles of leadership” and “political awareness” and less likely to identify “financial management skills”.
 - Male potential CEOs were more considerably likely to identify “financial management skills” than their female counterparts.





New skills required in the next 5 years

- Just over one-half of both CEOs and potential CEOs identified at least one skill, trait or knowledge that they believed would be required of CEOs in the next five years that was not currently required (57.6% and 60.5% respectively).
- Approximately one-quarter of both CEOs and potential CEOs identified “good governance and management skills” as new skills that will be required (27.1% and 24.5% respectively).
- The other commonly identified attribute was “social, political and economic awareness” (20.3% and 16.2% respectively).

Best ways to develop required skills

- A large majority of both CEOs (88.1%) and potential CEOs (80.1%) reported that professional mentoring programs are one of the best ways to develop the skills and knowledge required to become a CEO in local government.
- Graduate or postgraduate study was more frequently identified by CEOs, as compared to potential CEOs, as one of the best ways to develop the skills necessary to be a local government CEO (54.2% compared to 42.3%).
- Potential CEOs were more likely than CEOs to identify “on the job training” (58.1% compared to 47.5%), “job rotation” (47.7% compared to 35.6%) and “external courses” (41.1% compared to 32.2%) as methods of developing the skills and knowledge required to be a successful CEO in local government.
- Female potential CEOs were somewhat more likely than their male counterparts to suggest graduate/postgraduate study (50.7% compared to 39.7%) and job rotation within an organisation (62.7% compared to 43.1%).

Aspects considered when applying for a new position



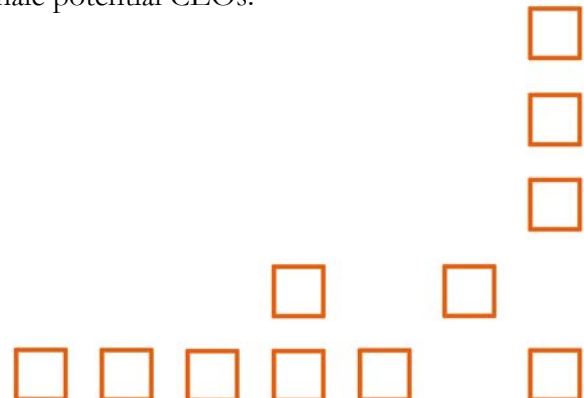
- When asked to rate the importance of a range of aspects considered when applying for a new position, organisation aspects such as “organisational vision” and “organisational culture” were rated as the most important, with average importance scores of around 8 - 8.75 out of 10.
- Job or role-related aspects such as “ability to chose team” and “variety of work” were rated as less important than organisation aspects with importance scores of around 7.5 - 8 out of 10.

- Personal or career related aspects such as “job security” and “remuneration” were rated as the least important, although clearly still very important, with importance scores of around 6.5 - 7.5 out of 10.
- A very important aspect considered when applying for a new position was “greater professional challenge”, rated highly by both CEOs and potential CEOs (at 8.71 and 8.50 out of 10 respectively). This result highlights the importance to both CEOs and potential CEOs of new opportunities and challenges when changing roles.
- Female potential CEOs rated the importance of “flexible working hours” measurably higher than male potential CEOs, at 7.03 out of 10 compared to 6.23 out of 10 for male potential CEOs.
- Female potential CEOs rated the importance of “access to training and development” considerably and certainly measurably higher than male potential CEOs (7.83 compared to 6.98).



Most important characteristics of potential CEOs

- Experience working in the local government sector in Victoria was the characteristic both CEOs and potential CEOs rated as the most important for potential CEOs in local government, rating the importance of this experience at 6.49 and 6.89 out of a potential 10 respectively.
- The importance of experience working in both the Victorian local government sector, and at a similar Council, highlights a general finding from the survey, namely that individuals aiming for a CEO role are almost exclusively anticipating local government management roles as their personal career path as well as the most appropriate career path.
- Female potential CEOs rated the importance of experience in government agencies measurably and significantly higher than their male counterparts (6.51 compared to 4.98). Female potential CEOs also rated the importance of experience in the not-for-profit sector slightly but not measurably higher.
- Male potential CEOs rated the importance of experience in local government in Victoria slightly but not measurably higher than female potential CEOs.





Interview component key findings



Current and past CEO interviews

Current and former CEOs, Mayors, and representatives from recruitment companies were interviewed to gain further insight into key issues raised in the *LGPro – 2008 CEO Development Survey*. These included issues surrounding the development of a professional mentoring program, the development of job rotation programs, issues relating to women in senior management roles in local government, and the types of roles and experiences that best prepare candidates for becoming successful local government CEOs.

The following outlines the key findings from the *LGPro - 2008 CEO Development Project Interview Report*.

Professional development – mentoring

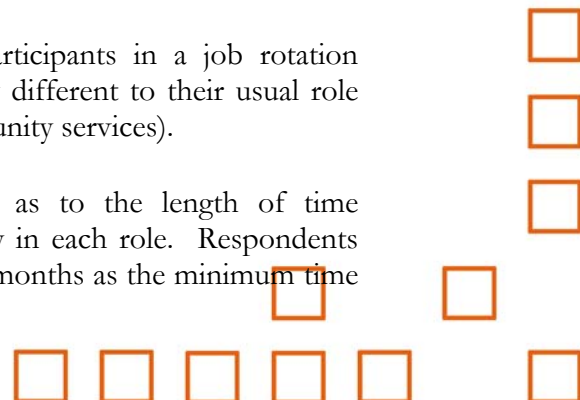
- The majority of current and former CEOs were not aware of any formal, ongoing mentoring programs in the local government sector, however many had been put in touch with another, more experienced CEO when they first started in the job, and had maintained that contact in an informal manner.
- The majority of interview respondents suggested that the required commitment in time and resources was the biggest barrier to implementing a professional mentoring program. Therefore a program’s success would require total commitment from councils in terms of engagement, time, and money.
- Respondents identified three primary factors that would need to be considered in order to ensure the effectiveness of a professional mentoring program in the local government sector:
 - Commitment from Council and the participants in the program
 - Proper matching of mentor and participant
 - A clear understanding of the goals of the program.
- A large group of respondents felt that self-selection was the best method for selecting participants for a professional mentoring program, feeling that this would ensure the selection of motivated participants with a real desire to improve, and develop new skills.
- There was also a substantial group of respondents who felt that councils, the CEO, or some other body should select individuals for professional mentoring, ensuring that only individuals with the appropriate potential would be selected.



- Many respondents felt that individuals with experience as local government CEOs would be good choices for mentors. However, almost all respondents also indicated that individuals with management experience from a range of sectors, including the private sector, and/or other levels of government would also make good mentors.
- Most respondents felt that an external organisation should run any potential professional mentoring program for current and potential CEOs, with many specifically identifying LGPro as a suitable organisation.
- Respondents held a broad range of views as to the amount of time individuals should be expected to spend in a mentoring program before benefits are seen, these ranged from a few months to as long as two years.
- Respondents felt that there were a range of methods of communication between mentors and program participants that would be appropriate, however all believed that at least some initial face-to-face contact was essential.

Professional development – job rotation

- No respondents were aware of any formally organised job rotation programs currently in place in Victorian councils, however a small number were aware of informal job rotation or secondment programs within urban councils and between metropolitan and rural councils. Several interview respondents had also experimented with such programs in their own organisations.
- Respondents identified a range of potential barriers to implementing a job rotation program in local government including, disruption of service delivery, the time commitment, and potential resistance from staff and Councillors.
- The range of factors identified by respondents that needed to be considered to ensure the effectiveness of a job rotation program in local government included:
 - A strong commitment from Council, and particularly the CEO
 - A strategy for the minimisation of disruption to operations/services
 - A mechanism for ensuring the effectiveness of the program
 - Good communication between all those involved.
- The majority of former CEOs believed that participants in a job rotation program should be given experience in roles very different to their usual role (e.g. engineering managers rotating through community services).
- There was no consensus amongst respondents as to the length of time participants in a job rotation program should stay in each role. Respondents identified timeframes ranging from 6 weeks to 12 months as the minimum time needed for the experience to be effective.





Gender issues



- Respondents gave a number of reasons for the lower representation of women at senior management levels of local government. These included:
 - That some women with children were concerned over the work/life balance involved in senior management roles
 - That some Councillors tended to appoint males rather than females to the CEO role, perceiving them as “tougher”
 - Males were more confident, applying for CEO roles before having all the qualifications, whereas women tended to wait
 - Women tended to work in community services, whereas CEOs tended to be appointed from engineering and finance roles.
- The majority of respondents agreed that the lower representation of women in local government was a problem but only around half stated that the problem needed to be actively addressed.
- There were two challenges faced by aspiring female CEOs identified by almost all respondents:
 - The tendency of councils to appoint males to CEO roles - not only in male dominated councils
 - The perception amongst females that the role involved too great a time commitment to balance with family commitments.
- The majority of respondents suggested that aspiring female CEOs and senior managers could be given greater mentoring and general encouragement.
- Some respondents suggested that councils could make themselves more “family-friendly” by providing greater flexibility in relation to work/life balance.
- A small number of respondents stated that education programs to change the perception of women in senior roles could be conducted within councils.

Experience/background



- The majority of respondents felt that experience in finance, corporate affairs, or engineering was helpful for aspiring CEOs, however many dismissed the suggestion that these backgrounds better prepared a candidate for a CEO role than experience in other areas of council.
- Respondents identified a variety of experiences they felt had been useful in becoming a successful CEO, these included professional development courses, working in a variety of roles and/or in a variety of different councils, and some identified experience outside the local government sector.

- There were a number of recurring themes in the advice offered by respondents to aspiring CEOs:
 - To gain as broad a range of experience as possible, in a variety of professional roles
 - To “put your hand up”, in other words for aspiring CEOs to actively seek the position
 - To recognise the broad range of areas covered by councils and understand that the role of the CEO is to serve the community, and the elected Council.



Recruitment agency interviews

- Respondents indicated that in addition to strong local government experience the personal characteristics of the applicant played a very important part in the selection process. The most important of these characteristics were resilience, political acumen, extra-organisational sensitivity, and social poise.
- Respondents agreed that local government experience was essential to success as a local government CEO. Extremely effective CEOs recruited from outside the local government area had completed postgraduate qualifications in local government, and/or taken roles in the not for profit sector that involved working closely with local councils.
- Respondents indicated that graduate/post graduate qualifications, while not essential, were highly regarded as they exposed potential CEOs to techniques and approaches used in other organisations and industries.
- Respondents observed that elected Councillors tended to be conservative in their choices due to either temperament or inexperience. They suggested that the under-representation of women in current and potential CEO groups may be a reflection of this inherent conservatism.
- Respondents indicated that it was essential for the recruitment agent to provide effective guidance to the Councillors/Mayors in the selection process. In particular it was important for the recruitment agent to establish a rapport with the Councillors that allowed them to challenge traditional thinking about the characteristics of an effective CEO.





Current and former Mayor interviews

- Respondents highlighted a range of skills and attributes which they felt were important in an effective and successful local government CEO. These included:
 - The ability to work and communicate effectively with staff, Councillors, and the broader community
 - Good management skills, including financial management
 - Experience in local government
 - The ability to read the “political environment” in the context of the Council and the community
 - High ethical and moral standards.

- Respondents had had a variety of experiences appointing CEOs, one had felt that some of the applicants did not have the necessary skills for the job, and that in particular they did not project enough confidence. Another respondent felt that the high number of retirements at CEO level had contributed to a perceived “experience gap”.

- The Mayoral respondents highlighted different skills or attributes which they believed CEOs would need in the next five years. These include:
 - The ability to deal with issues arising from the financial crisis
 - The ability to deal with issue related to climate change
 - The ability to lobby and advocate on behalf of the local community with other levels of government.

One respondent was of the view that the skills, traits and attributes required to be a successful CEO will not change in the next five years and that the most important skill was having the flexibility to meet changing circumstances.

- The majority of respondents had engaged a recruitment agency when hiring a CEO, however one respondent believed that most councils “got it wrong” when appointing a CEO in that they didn’t use the right processes, e.g. engaging independent, third party advice.

- Respondents had a variety of views on the perceived tendency of Councillors to make conservative choices when appointing CEOs. One respondent explained that their council had actively moved away from more “conservative” appointments. Another respondent suggested that the type of CEO appointed would depend on the make-up of the council, with conservative councils appointing conservative CEOs.



- Respondents generally agreed that there was a lower representation of women at CEO levels; however they were divided as to whether or not it was an issue that needed to be actively addressed. One respondent felt that the lower representation of women Councillors did have an impact on the appointment of female CEOs.

- When asked what advice they had for aspiring local government CEOs, all respondents mentioned the importance of candidates having the right skills for the job, including:
 - Financial management skills
 - Up-to-date qualifications
 - Experience in local government
 - Good inter-personal skills
 - A strong character and thick skin.





Potential next steps



Analysis of the results of the surveys of both CEOs and potential CEOs, interviews with current and past CEOs, Mayors and employment agencies have resulted in the identification of a small number of potential next steps LGPro may wish to investigate as part of the design of a CEO development program.

There are two basic areas Metropolis Research Pty Ltd has identified as potential next steps, relating to CEO development and Mayoral/Councillor support and advice.

CEO development support materials and programs

- Develop training/support materials that will provide potential CEOs with guidance regarding what is required to win a CEO role. This may include:
 - Details of the type of experience that is typically looked for in the selection process and how aspiring CEOs might go about acquiring that experience.
 - Information about the decision-making dynamics that are at play when Councillors are selecting a new CEO.
- Develop a register of the graduate and postgraduate courses that are most likely to assist potential CEOs in winning a CEO role.
- Establish a mentoring program that is available to the CEOs of all Victorian Councils. The focus of this program should be to provide introductions between new CEOs and current/retired CEOs who wish to participate in the program.

Mayoral/Councillor materials and programs

- Develop a program that will provide guidance to Mayors and/or Councillors in the selection of a CEO.
- Provide a resource which can provide independent informed advice to Councils regarding the recruitment of effective CEOs.
- LGPro is likely to be well placed to develop as a source of independent, objective and not-for-profit advice to Councils in this area supporting the important role played by employment agencies.

