

CEO Performance Expectations

E4 — Complete at the start of each year | Signed by chair and CEO

This template sets out the board's performance expectations for the CEO at the start of each year. It should be developed in discussion between the chair and the CEO, not imposed unilaterally. It provides the basis for the mid-year check-in and the annual performance review.

Organisation: _____ Year: _____

CEO name: _____ Chair name: _____

Area	Expected outcome	Measure / evidence	By when
Strategic delivery Delivery of the annual operating plan. Progress on the key strategic priorities agreed with the board.			
Financial management Financial sustainability. Integrity of financial reporting. Management of reserves and risk.			
People and culture Staff retention and engagement. Team capability and leadership. Workplace culture.			
Stakeholder relationships Government, funders, community, sector relationships. External reputation.			
Board relationship Quality and timeliness of reporting. Transparency on risks and issues. Responsiveness to board direction.			
Personal development Skills or capabilities the CEO will develop this year. What the board can do to support them.			

Agreement

CEO signature: _____ Date: _____

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Chair signature:

Date:

Review this document at mid-year. The annual performance review should be measured against the expectations set here, not against what happened to matter most at review time.