



Audit
Tasmania

*Follow up of Report of the Auditor-General
No.2 of 2021-22: Council general manager
recruitment, appointment and
performance assessment*

Report of the Auditor-General No. 9 of 2025-26

Key findings

- Councils made significant progress in improving recruitment and performance assessment processes
- This has been supported by mandatory requirements and supporting guidance introduced by the Minister for Local Government with support from the Office of Local Government
- Most councils managed perceived, potential and actual conflicts of interest during the recruitment process, however, there were a few councils which did not formally document how these were managed during the recruitment process

Audit objectives

- This audit assessed the degree to which entities have implemented the recommendations made in *Report of the Auditor-General No.2 of 2021-22: **Council general manager recruitment, appointment and performance assessment*** (the 2021 audit)
- The entities assessed were the Office of Local Government (Department of Premier and Cabinet) and twelve councils

Recommendation 1

The Local Government Division* of the Department of Premier and Cabinet support the Minister for Local Government to develop and issue mandatory requirements and supplementary guidance on recruitment, appointment and performance assessment processes that are consistent with contemporary HR practice.

- The Office of Local Government (OLG) has **implemented** this recommendation
- In July 2024, OLG supported the Minister for Local Government in issuing a Ministerial Order that applies to the recruitment and performance assessment of general managers
- In support of the Order, OLG published guidance and developed learning modules on recruitment and performance monitoring

Recommendation 2

Councillors with limited recruitment or performance assessment experience involved in such activities either undertake relevant training to improve their knowledge on contemporary HR practice or be supported by a person with the required expertise to help them fulfil their obligations under the Act.

11 councils: 
1 council: 

Legend:

 Implemented / Largely implemented  Partially implemented

Recommendation 3

Councils review and, where appropriate, improve the recruitment and appointment process by:

- managing potential conflicts of interest once applicants for the position become known
- requiring all participants to declare and document perceived, potential or actual conflicts of interest prior to shortlisting applicants to be interviewed
- retaining documentation that demonstrates how applicants were compared against each other to determine applicants to be interviewed and the preferred applicant
- ratifying shortlisting to ensure all applicants were considered equitably
- undertaking interviews that are consistent and equitable for each applicant interviewed and follow contemporary HR practice.

5 councils: 
2 councils: 
5 councils: **N/A**

Legend:

 Implemented / Largely implemented  Partially implemented

N/A: Council has not undertaken a general manager recruitment since the 2021 audit

Recommendation 4

Councils review and, where appropriate, improve the performance assessment process by:

- establishing specific, measurable, achievable, relevant and time-bound (SMART) performance measures
- obtaining feedback on performance from a wider range of stakeholders
- identifying actionable outcomes in performance assessments
- linking remuneration increases and reappointment to the most recent performance assessment.

11 councils: 
1 council: 

Legend:

 Implemented / Largely implemented  Partially implemented

Review recommendation (Huon Valley Council)

Council review and improve the recruitment and appointment process by developing guidance and implementing a process whereby those involved in a recruitment process:

- declare conflicts of interest, or lack thereof, once applicants are known*
- implement management strategies that are commensurate with the nature and extent of the conflict of interest.*

- Huon Valley Council has **implemented** this recommendation
- The Council adopted a Management of Conflicts of Interest Policy and implemented the following actions for its last general manager recruitment process:
 - all participants in the recruitment process signed a conflict of interest declaration prior to the process commencing
 - councillors attended a workshop facilitated by the consultant which covered conflicts of interest

Responses

Responses sought	Received?	Detail
Treasurer	No	-
Minister for Local Government	No	-
Department of Premier and Cabinet	No	-
Twelve audited councils	Yes	<ul style="list-style-type: none">• Huon Valley Council welcomed the audit findings.• Sorell Council acknowledged the audit findings and advised that it will document the outcome of the general manager's current performance assessment.

Questions?