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Public Service Commission

Chief executive recruitment and selection

Directive: 01/21

Effective date: 09/06/21

1. Purpose

To specify the requirements applying to the recruitment and selection of chief executives.

2. Authorising provisions

This directive is made pursuant to sections 29 and 53 of the *Public Service Act 2008* (PS Act).

3. Application

3.1 This directive applies to public service employees involved in the recruitment and selection of chief executives appointed under section 92 of the PS Act.

Directive

4. Principles

- 4.1 The recruitment and selection of public service employees must be in accordance with the merit principle and criteria prescribed in sections 27 and 28 of the PS Act.
- 4.2 Under the *Human Rights Act 2019*, decision makers have an obligation to act and make decisions in a way that is compatible with human rights, and when making a decision under this directive, to give proper consideration to human rights.

5. Merit assessment and decisions

- 5.1 Merit assessment must occur irrespective of whether a vacancy is advertised or not.
- 5.2 Assessment processes for vacancies must:
- incorporate selection techniques that enable a sufficiently comprehensive assessment of the applicants' merit within the current context and duties of the role
 - take into consideration all merit information before the selection panel, rather than focusing on one aspect of the assessment process (e.g. interview performance)
 - incorporate pre-employment checks including disciplinary history and criminal history and referee checking
 - assess the merit of each applicant against key capabilities outlined in the role description
 - be consistent with the principles of employment equity and anti-discrimination.



6. Selection panel and chair

- 6.1 The Premier must appoint the chair of the selection panel.
- 6.2 The chair is responsible for establishing a panel that includes:
- (a) at least three other members
 - (b) gender diversity, and people with relevant seniority, experience and backgrounds
 - (c) at least one of whom is not a current Queensland public sector employee.
- 6.3 The chair, in consultation with the Public Service Commission Chief Executive, is responsible for ensuring the requirements of this directive are complied with, including the composition of the panel.

7. Specific role requirements

- 7.1 The chair must document the key capabilities, strengths and experience expectations for the position. This may be informed by the relevant Minister/s at the commencement of the process.
- 7.2 Key capabilities, strengths, experience and service expectations the relevant Minister may comment on include:
- (a) leadership qualities most appropriate to effectively deliver on current government priorities
 - (b) leadership and management qualities in leading executives and influencing system reform and change
 - (c) high priority business requirements, challenges and opportunities of the agency, including fiscal, cultural, technical, size and business/service complexity
 - (d) relative importance of the ability to effectively engage with key stakeholders and build enduring, mutually productive, working relationships.
- 7.3 The following information must be included when a vacancy for a chief executive role is advertised:
- (a) a description of the duties to be undertaken and the key capabilities¹ against which applicants' merit will be assessed²
 - (b) any mandatory qualifications or conditions including, if a role has been designated as an identified role, the mandatory attribute(s) applicants must possess to be eligible for appointment
 - (c) the location and duration of the vacancy or vacancies, and
 - (e) any pre-employment checks including disciplinary history and criminal history that may be undertaken.

8. Final checks

- 8.1 The selection panel must ensure the necessary due diligence to validate candidate claims about qualifications, awards, and eligibility for employment.
- 8.2 The selection panel is responsible for assessing the merit of applicants based on the information available to them. In some instances, this may include adverse information, because of a pre-employment check or a panel member's pre-existing knowledge of an applicant.

¹ Capabilities should align with the [Leadership competencies for Queensland](#).

² Job requirements must not disadvantage external applicants unless they are inherent requirements of a role.





8.3 Where adverse information is taken into account by the panel and it adversely affects the proposed selection outcome e.g. recommendation of being suitable for appointment, the information must be put to the applicant for response. Any response from the applicant must be documented and considered by the panel ahead of making their final recommendation/s.

9. Selection panel documentation

9.1 The selection panel is to prepare a selection report for consideration by the Premier.

9.2 The selection report must:

- (a) identify a candidate or a list of candidates who have been assessed by the panel as being suitable for appointment (meritorious)
- (b) provide an assessment of each meritorious candidate including a comparative assessment of each meritorious candidate's strengths and weaknesses against the key capabilities of the role
- (c) provide an order of rank including a statement of reasons supporting the highest ranked candidate.

9.3 To promote integrity in recruitment, selection panel documentation must include a declaration from each panel member that identifies:

- (a) any actual, potential, or reasonably perceived conflicts of interest between the panel member and applicants for the role, or
- (b) that no conflict of interest exists between the panel member and applicants for the role.

9.4 If an actual, potential or reasonably perceived conflict of interest has been identified in accordance with clause 9.3(a), the selection panel documentation must also detail how the actual potential or reasonably perceived conflict of interest was resolved in the public interest.

9.5 The selection report should also include for the consideration of the Premier:

- (a) a template for the Premier to identify and record any actual, or reasonably perceived conflicts of interest between Premier and the recommended applicants for the role, and if identified, how the actual or reasonably perceived conflicts of interest were resolved
- (b) a template for the Premier to record the Premier's reason/s for decision.

10. Definitions

Identified role is a position in relation to which it is lawful to discriminate in favour of a person possessing one of the attributes set out in section 7 of the *Anti-Discrimination Act 1991* for the purpose contained in section 25 of that Act.

Interests include a direct or indirect personal interest, whether pecuniary or non-pecuniary as defined by section 65(4) of the PS Act.

Selection panel means the person or persons responsible for conducting the assessment of applicants and making a recommendation about appointment to the Premier.



