

Leadership in the Queensland public sector—profile and perceptions

2014–15



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Summary

This report provides an overview of the leadership cohort at the executive level within the Queensland public sector during 2014–15. It analyses:

- the profile of our leaders:
 - at chief executive officer (CEO), senior executive service (SES) and senior officer (SO) levels
 - engaged in fixed-term contracts under Section 122 of the *Public Service Act 2008*

The analysis of the leadership profile does not include officers employed outside of the *Public Service Act 2008* (for example, high level police, teachers, nurses, fire and ambulance service officers).

- perceptions of employees regarding public sector leadership quality.

Data sources for this report are the 2013 to 2015 *Working for Queensland employee opinion surveys* and Executive Recruitment and Contracts database.

Key findings

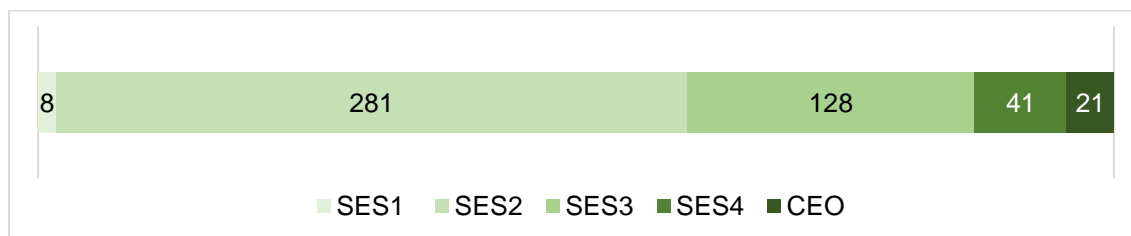
- Overall, the size of the SO, SES and CEO leadership cohort (excluding vacancies) is similar to 10 years ago. However, the composition has changed. Notably, there has been a 12 per cent growth in SO positions, from 923 to 1035 and a 27 per cent decrease in SES2 positions, from 256 to 186.
- There has been a significant increase of 239 per cent over the past 10 years in the use of fixed term contracts at SO, SES and CEO equivalent levels, from 220 in 2005–06 to 526 in 2014–15, peaking in 2011–12 at 714.
- Overall, females represent 40 per cent of this cohort. Females represent 39 to 42 per cent of SO and SES classification levels respectively and only five per cent at CEO level (note: the report contains a footnote indicating that females represent 32% of the CEO level as at December 2015).
- Employee perceptions of organisational leadership increase from 45 per cent positive in 2013 to 53 per cent positive in 2015. When explored by agency, results for organisational leadership cover a broad range, from 32 to 89 per cent positive.
- There is scope for improvement across all aspects of organisational leadership. The large group of 'neutral' opinions about organisational leadership provides an opportunity to shift perceptions into more positive territory.
- Executive leadership capabilities are highly regarded by their direct reports, with per cent positive results ranging from 70 to 84 per cent across the 13 capabilities from the *Workforce capability success profile*. The capability 'leads change with agility' was ranked the least positive at 70 per cent positive. The capability 'models professional and ethical behaviour' was the most positive at 84 per cent.

Current leadership profile

Size of SES and CEO cohort

There are 479 SES and CEO roles, including vacancies (see Figure 1). Of these, SES2 roles represent 59 per cent (281). SES3 roles represent 27 per cent (128).

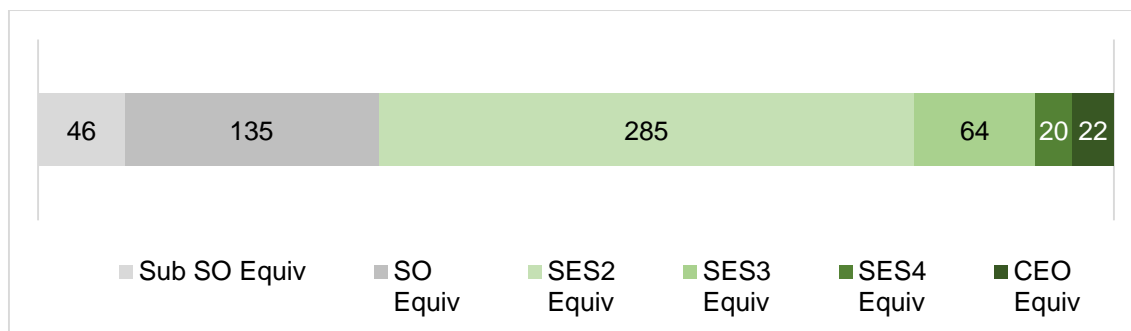
Figure 1 Count of SES and CEO roles by classification, June 2015



Size of fixed term contract engagements (Section 122 of the Public Service Act 2008)

There are 572 Section 122 contracts (see Figure 2). Of this, SES2 equivalents represent 50 per cent (285) and SO equivalents represent 24 per cent (135).

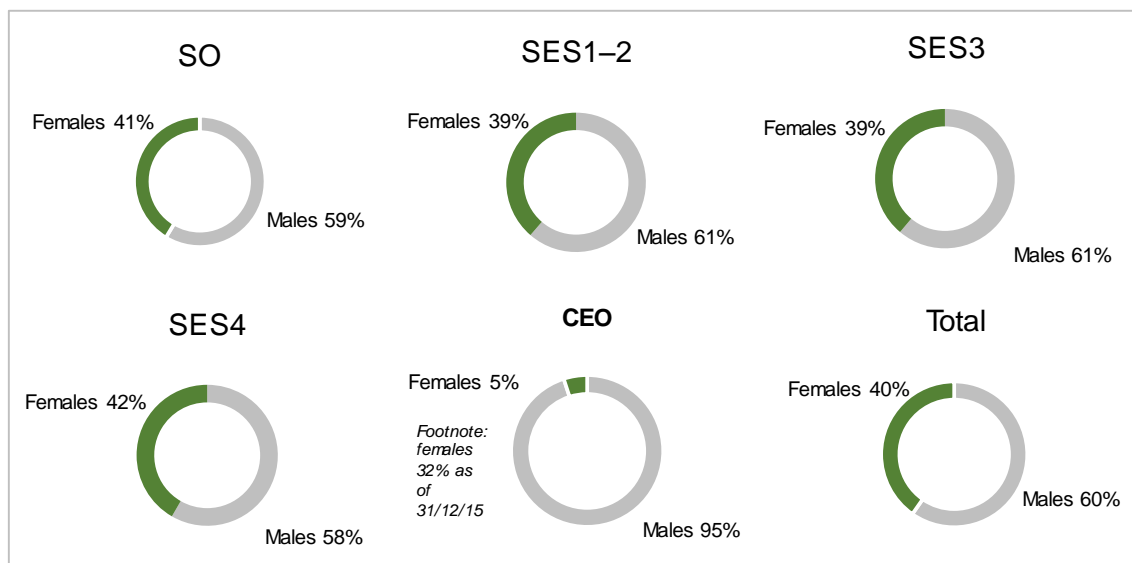
Figure 2 Section 122 contracts by equivalent classification, June 2015



SO, SES and CEO roles by gender

Overall, females represent 40 per cent of this cohort. Females represent 39 to 42 per cent of SO to SES4 classification levels, but only five per cent at the CEO level (see Figure 3).

Figure 3 SO, SES and CEO roles by gender (excluding vacancies)

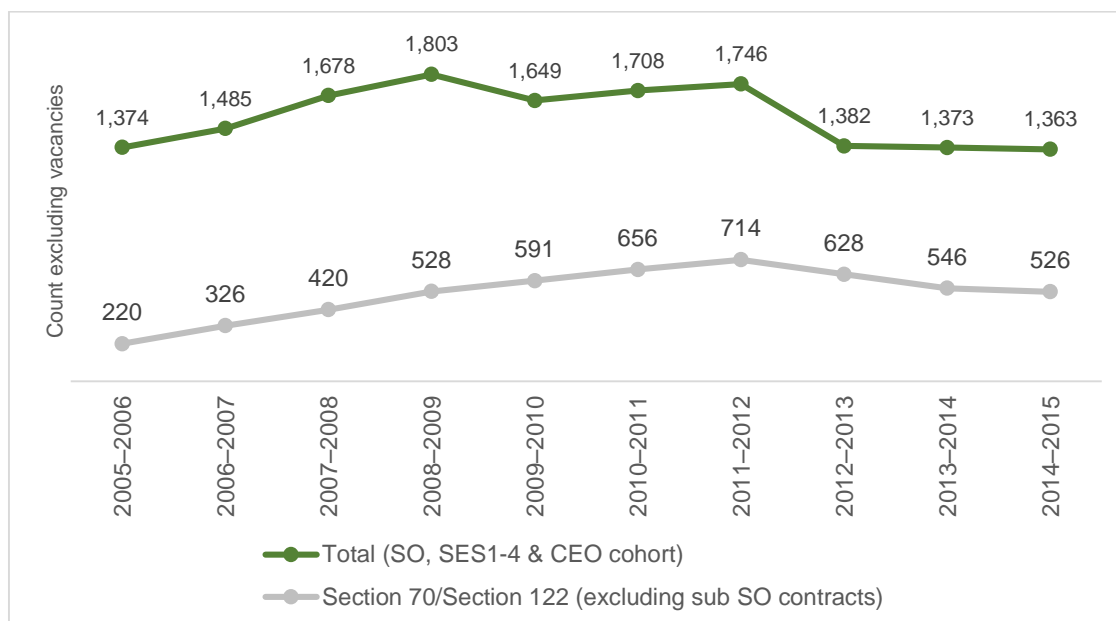


Historic leadership profile

Size of SO, SES and CEO cohorts and equivalent contracts over 10 years

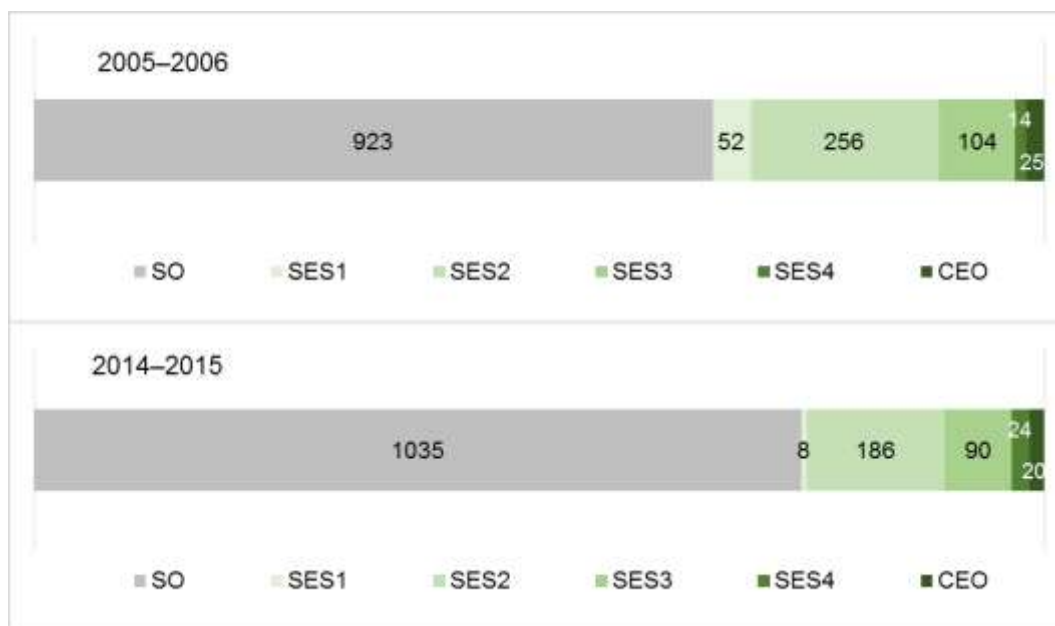
The overall size of the SO, SES and CEO leadership cohort (excluding vacancies) has decreased minimally, but is similar to 10 years ago. Equivalent SO, SES and CEO contracts under fixed term arrangements have increased 239 per cent, from 220 to 526 (see Figure 4).

Figure 4 Size of the combined SO, SES and CEO cohort and size of the SO and above equivalent contracts over 10 years



The composition of the SO, SES and CEO leadership cohort (excluding vacancies) has changed over 10 years (see Figure 5).

Figure 5 Composition of the SO, SES and CEO leadership cohort (excluding vacancies) over 10 years



Differing 10 year growth patterns are apparent for all levels in the leadership cohort, excluding vacancies, (see Figure 8 in Appendices). There was a:

- 12 per cent growth in SO positions from 923 to 1035 with a peak of 1389 in 2012
- 85 per cent decrease in SES1 positions from 52 to eight due to the phase out of this level
- 27 per cent decrease in SES2 positions from 256 to 186
- 14 per cent decrease in SES3 positions from 104 to 90
- 71 per cent increase in SES4 positions from 14 to 24
- variable number of CEO roles in the last 10 years, depending on departmental machinery-of-government changes. Currently, there are 20 departmental CEO roles. At its peak, there were 25 in 2005–06 and 2006–07.

Employee perceptions of organisational leadership over time

The annual *Working for Queensland employee opinion survey* measures perceptions of organisational leadership. Employee perceptions of organisational leadership increased from 45 per cent positive in 2013 to 53 per cent positive in 2015.

When explored by agency, results for organisational leadership cover a broad range from 32 per cent to 89 per cent positive. This provides an opportunity to further examine and understand leadership behaviour across the sector.

In the survey, organisational leadership comprises four items (see Figure 6).

In 2015, there is scope for improvement across all aspects of organisational leadership. The large group of 'neutral' opinions about organisational leadership provides an opportunity to build organisational leadership skills to deliver more positive perceptions.

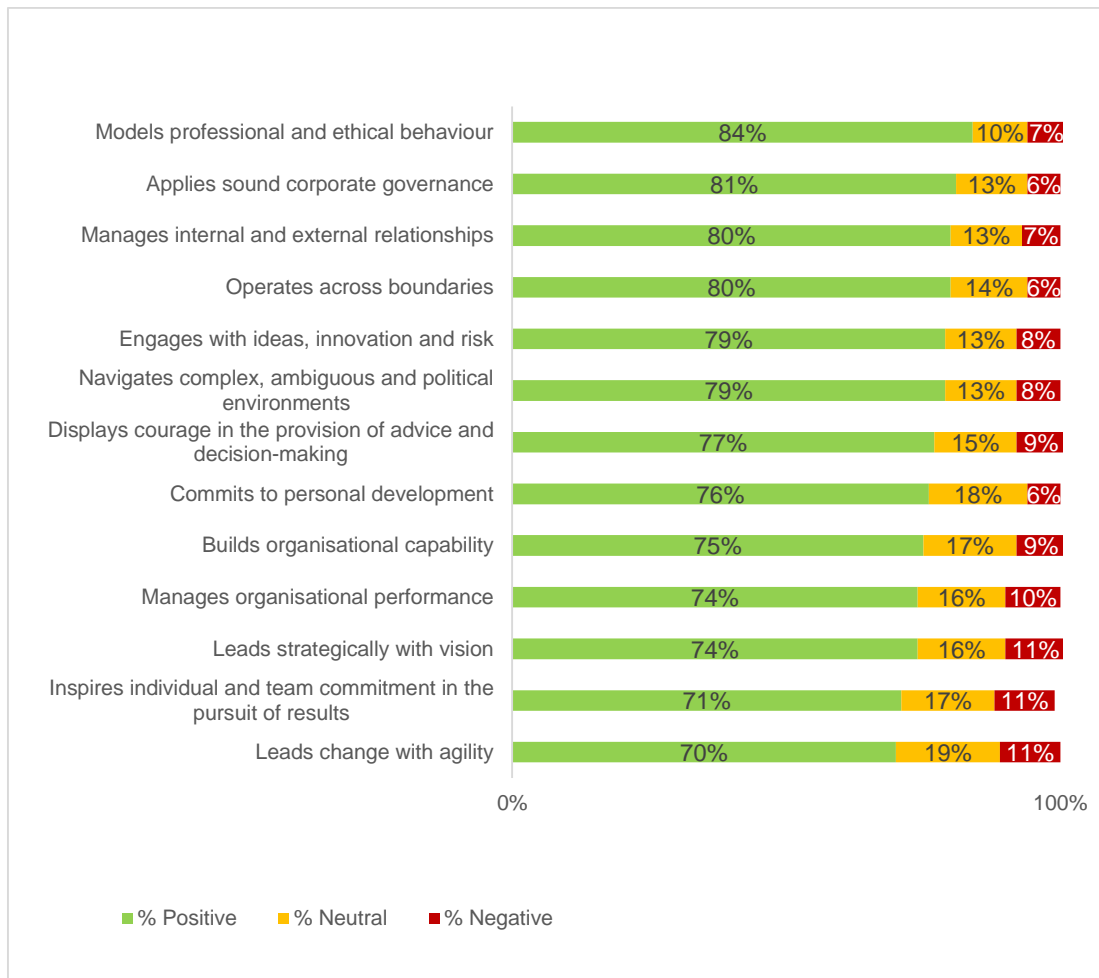
Figure 6 Organisational leadership by item, 2015



The 2015 *Working for Queensland employee opinion survey* measures perceptions of organisational leadership at the executive level (see Figure 7). Respondents with salaries above \$120,000 (as if working fulltime) rated their managers on 13 executive leadership capabilities from the *Workforce capability success profile*. This aims to capture perceptions of executive leadership from people who have direct interaction with high-level leaders.

Perceptions of executive leadership capability, as held by the senior leadership cohort, are very positive with per cent positive scores above 70.

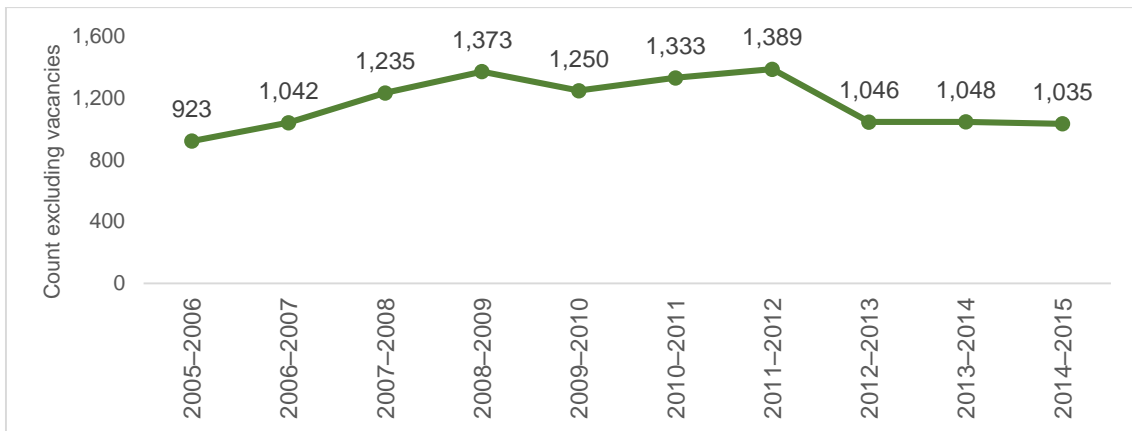
Figure 7 Perceptions of 13 executive capabilities, 2015



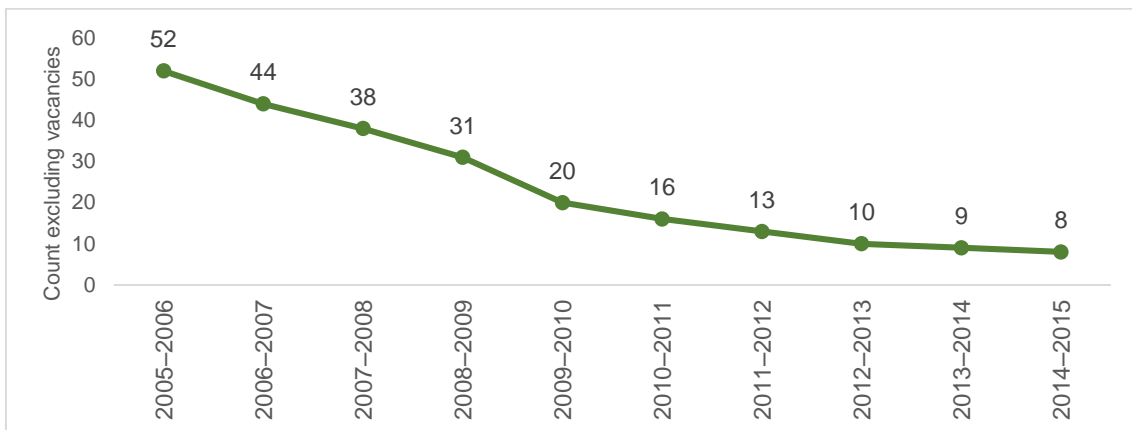
Appendices

Figure 8 Size of the SO, SES and CEO cohorts over 10 years (excluding vacancies)

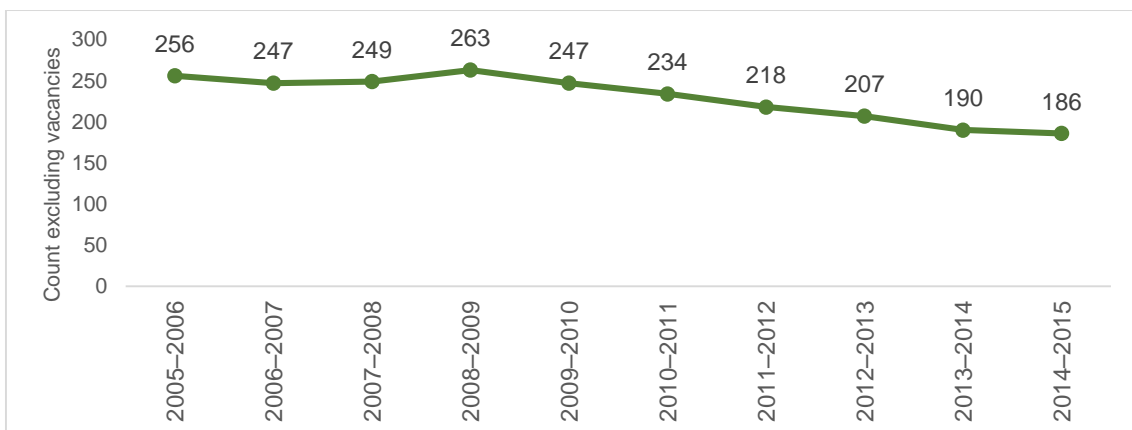
SO



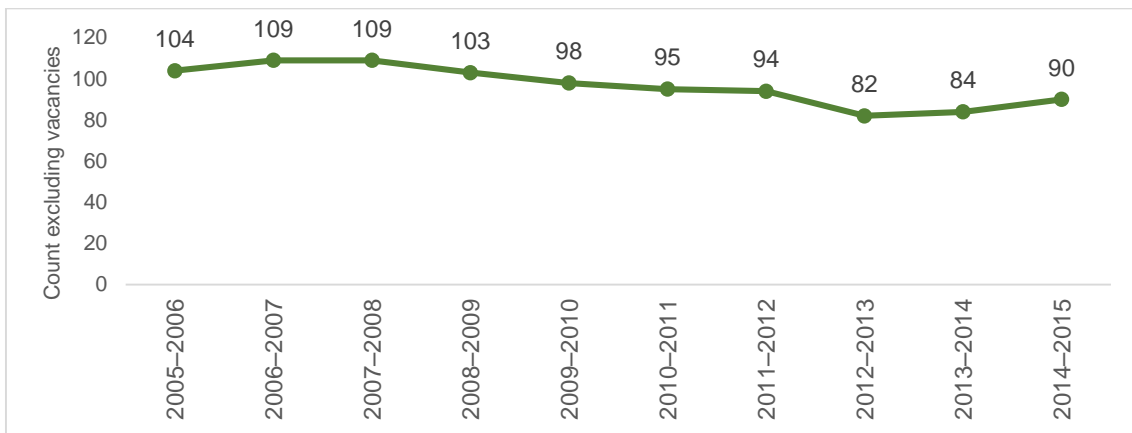
SES1



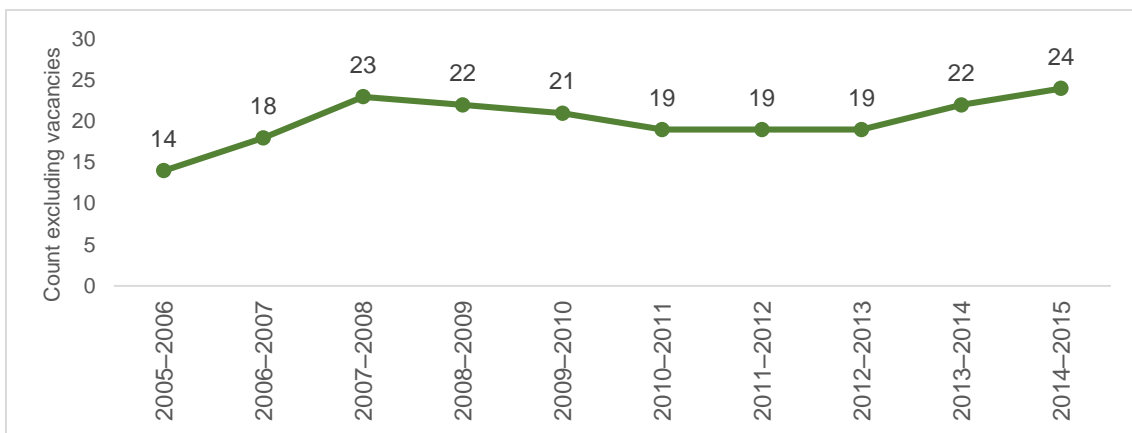
SES2



SES3



SES4



CEO

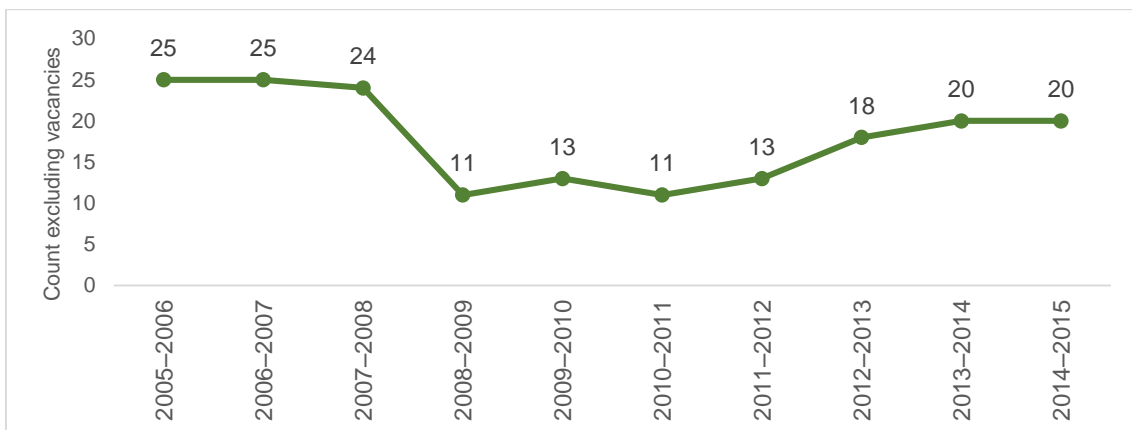


Table 1 Chief and senior executive service summary by agency (including vacancies) to 30 June 2015

Agency	SES1 ¹	SES2	SES3	SES4	CEO	Agency total
Aboriginal and Torres Strait Islander Partnerships	-	4	1	-	1	6
Agriculture and Fisheries	-	11	6	2	1	20
Communities, Child Safety and Disability Services	-	24	12	2	1	39
Education and Training	-	29	18	4	1	52
Electoral Commission Queensland	-	1	-	-	-	1
Energy and Water Supply	-	5	2	-	1	8
Environment and Heritage Protection	-	15	3	1	1	20
Housing and Public Works	1	16	6	2	1	26
Infrastructure, Local Government and Planning	-	5	4	2	1	12
Justice and Attorney-General	4	21	7	4	1	37
National Parks, Sport and Racing	1	7	1	1	1	11
Natural Resources and Mines	-	22	3	2	1	28
Office of the Health Ombudsman	-	3	-	-	-	3
Office of the Public Guardian	-	1	-	-	-	1
Office of the Queensland Parliamentary Counsel	-	5	2	-	-	7
Premier and Cabinet	-	7	7	3	1	18
Public Safety Business Agency	-	8	4	1	-	13
Public Service Commission	-	4	1	2	1	8
Public Trust Office	-	4	1	-	-	5
Q Leave	-	1	-	-	-	1
Queensland Audit Office	-	4	1	-	-	5
Queensland College of Teachers	-	1	-	-	-	1
Queensland Curriculum and Assessment Authority	-	3	-	-	-	3
Queensland Family and Child Commission	-	1	-	-	-	1
Queensland Fire and Emergency Services	-	1	-	1	1	3
Queensland Health	-	6	4	3	1	14
Queensland Mental Health Commission	-	1	-	-	-	1
Queensland Police Service	-	1	-	-	1	2
Queensland Treasury	2	21	10	2	1	36
Science, Information Technology and Innovation	-	8	8	2	1	19
State Development	-	9	8	4	1	22
Tourism, Major Events, Small Business and the Commonwealth Games	-	6	2	-	1	9
Transport and Mains Roads	-	26	17	3	1	47
Total	8	281	128	41	21	479
<p>Note 1: The <i>Public Service Act 2008</i> (the Act) provides for the phasing out of the SES1 level within the SES. No further roles will be established and no further appointments will be made to the SES1 level. However, the Act provides for those officers who are currently employed at the SES1 level to remain within the SES.</p>						

Table 2 Section 122 summary by agency to 30 June 2015

Agency	Equivalent salary level						Agency total
	Sub SO	SO	SES2	SES3	SES4	CEO	
Aboriginal and Torres Strait Islander Partnerships	-	-	2	-	-	1	3
Agriculture and Fisheries	-	-	2	2	-	-	4
Communities, Child Safety and Disability Services	-	-	1	1	-	1	3
Education and Training	28	19	59	2	-	-	108
Electoral Commission Queensland	-	1	-	-	-	-	1
Energy and Water Supply	-	-	1	2	-	1	4
Environment and Heritage Protection	-	-	1	-	-	-	1
Housing and Public Works	1	10	16	5	1	2	35
Infrastructure, Local Government and Planning	-	7	10	2	2	1	22
Justice and Attorney-General	13	58	28	1	1	1	102
National Parks, Sport and Racing	1	-	3	1	-	-	5
Natural Resources and Mines	1	4	50	7	2	-	64
Office of the Queensland Parliamentary Counsel	-	-	2	3	2	-	7
Premier and Cabinet	-	-	6	7	2	3	18
Public Safety Business Agency	-	-	12	9	1	1	23
Public Service Commission	-	-	1	-	-	-	1
Public Trust Office	-	-	-	1	-	-	1
Queensland Audit Office	1	-	2	-	2	-	5
Queensland Health	-	-	3	1	1	2	7
Queensland Police Service	-	-	1	-	-	-	1
Queensland Treasury	-	-	6	-	-	6	12
Science, Information Technology and Innovation	-	27	19	2	-	2	50
State Development	-	4	10	6	2	1	23
Transport and Mains Roads	1	5	50	12	4	-	72
Total	46	135	285	64	20	22	572

Table 3 Section 122 summary over six financial years to 30 June 2015

Contracts as at 30 June of each year	Equivalent salary level						Totals
	Sub SO	SO	SES2	SES3	SES4	CEO	
2009–2010	188	215	280	55	15	26	779
2010–2011	119	253	290	70	14	29	775
2011–2012	138	262	330	84	17	21	852
2012–2013	72	279	249	57	17	26	700
2013–2014	112	196	232	72	24	22	658
2014–2015	46	135	285	64	20	22	572

Glossary

Agency engagement	<p>Employees' level of engagement with the organisation in relation to motivation, inspiration and pride.</p> <p>It is a workplace outcome measure from the 2015 <i>Working for Queensland employee opinion survey</i>.</p>
Executive capabilities	<p>Respondents to the 2015 <i>Working for Queensland employee opinion survey</i> with salaries above \$120,000 (as if working full-time) rated their managers on 13 executive capabilities from the <i>Workforce capability success profile</i>.</p> <p>The aim was to capture perceptions of executive leadership capabilities by people who have direct interaction with high-level leaders.</p>
Organisational leadership	<p>The ability of senior leadership (i.e. the top level of an organisation) to lead an organisation to achieve its objectives with particular focus on performance and quality. Leadership also relates to senior leaders' ability to model appropriate workplace behaviours.</p> <p>The factor group measure from the 2015 <i>Working for Queensland employee opinion survey</i> comprises four items:</p> <ol style="list-style-type: none"> 1) In my organisation, the leadership operates with a high-level of integrity. 2) In my organisation, the leadership is of high quality. 3) My organisation is well managed. 4) Management model the behaviours expected of all employees.
Positive, neutral and negative responses (to the <i>Working for Queensland employee opinion survey</i>)	<p>Positive responses refers to the percentage of respondents who responded 'strongly agree' or 'agree'.</p> <p>Neutral responses refers to the percentage of respondents who responded 'neither agree or disagree'</p> <p>Negative responses refers to the percentage of respondents who responded 'strongly disagree' or 'disagree'.</p>

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